



**WATFORD  
BOROUGH  
COUNCIL**

# **CABINET**

**18 January 2021**

**7.00 pm**

**Virtual meeting**

**Contact**

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# Cabinet Membership

Mayor	P Taylor	(Chair)
Councillor	K Collett	(Deputy Mayor)
Councillors	S Johnson, I Sharpe, M Watkin and T Williams	

## Agenda

### Part A – Open to the Public

**1. Apologies for absence**

**2. Disclosure of interests (if any)**

**3. Minutes of previous meeting**

The [minutes](#) of the meeting held on 30 November 2020 to be submitted and signed.

**4. Conduct of meeting**

The Cabinet may wish to consider whether there are any items on which there is general agreement which could be considered now, to enable discussion to focus on those items where the Cabinet sees a need for further debate.

**5. Ombudsman's Decision (Pages 4 - 18)**

Report of the Group Head of Democracy and Governance

**6. Watford 2020 Programme Closure (Pages 19 - 73)**

Report of the Head of Enterprise Programme Management Office

**7. Proposed Permitted Development Rights - Consultation response (Pages 74 - 82)**

Report of the Interim Head of Planning and Building Control

**8. Financial Planning (Pages 83 - 181)**

Report of the Section Head – Financial Planning and Analysis

**9. Town Hall Quarter (Pages 182 - 315)**

Report of the Managing Director

**10. Cultural Strategy 2018-2025 - Updated Implementation Plan (Pages 316 - 503)**

Report of the Group Head of Community and Environment

**11. Exclusion of press & public**

**The Chair to move:** that, under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during consideration of the item there would be disclosure to them of exempt information as defined in Section 100(1) of the Act for the reasons stated below in terms of Schedule 12A.

**Note: if approved, the Chair will ask members of the press and public to leave the meeting at this point.**

# Agenda Item 5

Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 18 January 2021

**Report author:** Group Head of Democracy and Governance

**Title:** Ombudsman's Decision

## 1.0 Summary

1.1 Under the Local Government and Housing Act 1989 the council's Monitoring Officer is legally obliged to make a report to cabinet of any finding of fault by the Local Government and Social Care Ombudsman.

1.2 On 13 December 2020 the council received the Ombudsman's final decision in a matter relating to Housing. The decision is attached as 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)
That the lessons learned are not followed	Similar findings of fault in the future leading to a loss of reputation	That the Ombudsman's findings be taken on board in relation to future reports	Treat	2

## 3.0 Recommendations

3.1 That the Ombudsman's decision be noted.

### Further information:

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#### 4.0 **Detailed proposal**

- 4.1 Under s5A of the Local Government and Housing Act 1989 the council's Monitoring Officer is legally obliged to report to Cabinet any findings of fault by the Local Government and Social Care Ombudsman.
- 4.2 On 13 December 2020 the council received the Ombudsman's final decision in relation to a complaint about Housing. The complainant complained about the service the council provided when he was homeless between December 2018 and January 2020.
- 4.3 The Ombudsman found fault in how the council determined the priority date for the complainant's place in the housing register following his separation from his wife who it had treated as the lead applicant in their original joint homeless application. The Ombudsman also found fault in how the council decided to exclude the complainant's 18 year old son from his household from September 2019 classing him as a non-dependant as the complainant was no longer in receipt of child benefit for him. The Ombudsman concluded that this caused the complainant injustice as he then missed out on the offer of a three bedroomed property.
- 4.4 The council has accepted the Ombudsman's findings and has agreed a number of actions to remedy the injustice caused to the complainant and also to learn lessons from this complaint.
- 4.5 It has apologised to the complainant and also paid £500 in recognition of his distress. It has agreed to seek to find the complainant a suitable three bedroomed property with a registered provider to put him in the same position he would have been in but for the fault.
- 4.6 With regard to the lessons learned and future action:
- When taking applications from homeless couples it will treat both parties as an applicant and in the event of the couple subsequently separating whilst going through the homelessness process, provided both retain priority both will retain their original priority date. This will be made clear on our web site.
  - A review of the Nominations Policy will begin in the New Year to amend a number of the issues raised including the treatment of 18 year olds once child benefit is no longer payable, the provisions regarding leaving temporary accommodation for temporary periods and to provide guidance on how the council will treat the impact of changes in household composition on housing need and priority, including separation. This review being likely to come back to Cabinet in the autumn as it will require a full consultation.
  - In the meantime housing officers will be made aware of the findings in this case and will be advised to have regard to it when making decisions.

- 4.7 A copy of the final decision is attached at Appendix 1 and gives the full chronology. The Head of Housing comments that the Ombudsman's report and recommendations on this case have been important and beneficial for the Housing Department. They have provided clarity to ambiguous elements of homelessness guidance, which will be of benefit to all Local Authority Housing Departments. Watford Borough Council will immediately be changing its approach to cases where similar circumstances are involved. Changes in practice will be highlighted on the council's website and a further review of the Nominations Policy will be conducted over the next few months including consultation with affected stakeholders. It is hoped to submit a revised Nominations Policy to Cabinet for ratification in September 2021.
- 4.8 All Ombudsman decisions are published on their website in anonymised form.
- 5.0 **Implications**
- 5.1 **Financial**
- 5.1.1 The Shared Director of Finance comments that the £500 compensation payment will be met from existing housing budgets.
- 5.2 **Legal Issues (Monitoring Officer)**
- 5.2.1 The Group Head of Democracy and Governance comments that this complaint has led to the need to review the Nominations Policy. All findings of fault are required to be reported to Cabinet.
- 5.3 **Equalities, Human Rights and Data Protection**
- 5.3.1 Having had regard to the council's obligations under s149 Equality Act 2010, it is considered that there are no direct equalities impacts arising from this report.
- 5.4 **Staffing**
- 5.4.1 No implications
- 5.5 **Accommodation**
- 5.5.1 No implications
- 5.6 **Community Safety/Crime and Disorder**
- 5.6.1 No implications

## 5.7 **Sustainability**

### 5.7.1 No implications

#### **Appendices**

- Appendix 1 Ombudsman's final decision

#### **Background papers**

No papers were used in the preparation of this report.

## **The Ombudsman's final decision**

Summary: Mr D complains about the service provided by the Council when he was homeless between December 2018 and January 2020. We uphold the complaint. In particular, we find fault in how the Council determined a priority date for Mr D's place on its housing register and its decision to exclude his 18 year old son from his household from September 2019. These faults caused injustice to Mr D including that he missed out on the offer of a three bed property to meet his housing need. The Council accepts these findings and at the end of this statement we set out the action it has agreed to take to remedy this injustice and to avoid a repeat.

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## **The complaint**

1. I have called the complainant 'Mr D'. He complains about the service provided to him by the Council between December 2018 and January 2020 when he and his two children were homeless. Mr D complains the Council:
  - set a new 'priority date' for his place on the Council's housing register from January 2019 after he separated from his wife (Mrs D). Mr D says this was unfair as the couple were homeless from 2017 and their separation did not change that. It was also inconsistent, as the Council did not change Mrs D's 'priority date'.
  - would not accept that from September 2019, Mr D's son ('E'), then aged 18, remained part of his household. Mr D stopped receiving child benefit for E but considered he remained his dependent. The Council's decision to no longer treat E as part of the household meant Mr D could not successfully bid for a three-bed property under its housing allocation policy.
  - that between July and December 2019 the Council gave him confusing and contradictory advice about the size of property he could bid for under its housing allocation (nominations) policy. This led Mr D to believe he could bid for a three-bed property notwithstanding the advice it earlier gave him about no longer treating E as a member of his household.
2. Mr D says because of the above he was potentially homeless for longer than needed. He is also unhappy his family is now separated as E lives with a grandparent. This has caused them all distress. Mr D also considers the Council's communications, including in their tone, have added to his distress.

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## The Ombudsman's role and powers

3. We investigate complaints of injustice caused by 'maladministration' and 'service failure'. I have used the word 'fault' to refer to these. We cannot question whether a council's decision is right or wrong simply because the complainant disagrees with it. We must consider whether there was fault in the way the decision was reached. *(Local Government Act 1974, section 34(3), as amended)*
4. We must also consider whether any fault has had an adverse impact on the person making the complaint. I refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. *(Local Government Act 1974, sections 26(1) and 26A(1), as amended)*
5. If we are satisfied with a council's actions or proposed actions, we can complete our investigation and issue a decision statement. *(Local Government Act 1974, section 30(1B) and 34H(i), as amended)*

## How I considered this complaint

6. Before issuing this decision I considered:
  - Mr D's written complaint to the Ombudsman and any supporting information he provided by telephone or email;
  - the Council's reply to Mr D's complaint pre-dating our investigation;
  - further information provided by the Council sent in reply to my written enquiries;
  - relevant legal and administrative considerations summarised below;
  - comments made by Mr D and the Council in response to a draft decision statement where I set out my proposed findings.

## What I found

### Relevant Legal & Administrative Considerations

#### Homelessness

7. Part 7 of the Housing Act 1996 and government guidance contained in the Homelessness Code of Guidance for Local Authorities set out councils' powers and duties to people who are homeless or threatened with homelessness.
8. If a council has 'reason to believe' someone may be homeless or threatened with homelessness, it must take a homelessness application and make inquiries. The threshold for taking an application is low. The person does not have to complete a specific form or approach a particular council department. *(Housing Act 1996, section 184 and Homelessness Code of Guidance paragraphs 6.2 and 18.5)*
9. A council must secure interim accommodation for applicants and their household if it has reason to believe they may be homeless, eligible for assistance and have a priority need. *(Housing Act 1996, section 188)*
10. Examples of applicants in priority need are:
  - people with dependent children;
  - pregnant women;
  - people who are vulnerable due to serious health problems, disability or old age.

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11. If a council is satisfied an applicant is homeless, eligible for assistance, and has a priority need then it has a duty to secure that accommodation is available for their occupation. (*Housing Act 1996, section 193 and Homelessness Code of Guidance 15.39*)
  12. Applications are made by individuals. Both the Housing Act 1996 and the Homelessness Code of Guidance refer to 'a person' making an application. The Courts have said *"I am quite unable to conclude that an application for housing as a homeless person falls to be treated as being made by a family unit. It is, and must be, an application at the instance by an individual."* (*MacLeod (aka Hynds) v Midlothian District Council 1986*)
  13. However, there is nothing to stop more than one individual in a household applying for accommodation at the same time. The Courts have held that *"where the application made to the authority is a joint application, it is a joint application which the authority must determine. If there is no request by one of two joint applicants for his or her case to be treated separately, there is no obligation upon the authority to deal with the application as being other than a joint application."* (*R v Wandsworth LBC ex p Lord, 1985*). The Courts have also held an authority can receive two applications in a single document (*Hemans v Windsor & Maidenhead RBC [2011]EWCA Civ 374*).
  14. Government Guidance provides advice that where an applicant submits a repeat application as homeless, following an earlier refusal, it must consider if this is a new application or one based on previous circumstances. It says: *"if an applicant makes a further application following a relationship breakdown which has changed membership of the household this should be treated as a new application following a factual change of circumstances"* (*Homelessness Code of Guidance paragraph 18.13*)
  15. The law does not define who is a 'dependent child'. The Government Homelessness Code of Guidance says *"housing authorities may wish to treat as dependent all children under 16, and all children aged 16-18 who are in, or are about to begin, full-time education or training or who for other reasons are unable to support themselves and who live at home. The meaning of dependency is not however, limited to financial dependency. Thus, while children aged 16 and over who are in full-time employment and are financially independent of their parents would not normally be considered to be dependents, housing authorities should remember that such children may not be sufficiently mature to live independently of their parents, and there may be sound reasons for considering them to be dependent. The Secretary of State considers that it will be very rare that a 16 or 17-year-old child who is living at home will not be considered to be dependent"*.
  16. The Courts have held that the reference to "16 to 18" year old children in the guidance quoted above extends to all children aged 18 (i.e. until the 19<sup>th</sup> birthday). (*see Miah v Newham LBC [2001] EWCA Civ 487*).
  17. The Courts have also held that a Council can interpret the word "household" on its "normal everyday usage". The Court of Appeal held Councils have discretion whether to include 'adult' children as part of a household when allocating housing *"as they consider appropriate"*. (*see Ariemuguvbe v Islington LBC 2009*)

### **Housing Allocations**

18. All Local Housing Authorities are required to have a published allocation scheme which sets out how they assess and prioritise applications for housing. Local housing authorities are required to give 'reasonable preference' to certain categories of people including applicants who are homeless. Authorities will often

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do this through use of 'banding'; awarding a higher priority or 'banding' to those considered in more housing need.

19. Many local housing authorities run a choice based letting scheme in partnership with social landlords such as housing associations. This means that applicants will receive updates (usually weekly) advertising social housing becoming vacant. The applicant can bid for a property if the advert indicates they are in a banding that can do so, and the property meets the bedroom requirements for their household.

### **The Council's Policy**

20. Of relevance to this complaint is the Council's Nominations Policy, published in 2015 and available via the Council's website. This explains the Council does not own any housing stock. It explains how it will prioritise households in housing need on its housing register by placing them in bands. It will then nominate them for social housing that becomes available. The policy explains the authority generally uses a choice-based approach as I have described at paragraph 19 (although there is an exception for homeless households which I explain below).
21. Of relevance to this complaint I note the following extracts from the policy:
- that *"in most cases only people living with the applicant as part of their household can be included in the application. People included in the application as part of the household will normally be either partners or dependent children. If a decision is made that people will not be included in the household the applicant will be notified in writing, explaining the reasons for the decision and the applicant's right to request a review"*;
  - that *"applicants will need to be in receipt of child benefit for all dependent children included on their application"*;
  - it continues: *"non-dependent children [...] will not normally be considered to be part of the household unless there is some form of dependency. For example, full time care givers or receivers. This is due to the shortage of family sized social housing and the high demand for larger properties by reasonable preference groups"*;
  - applicants can apply jointly to join the housing register; applicants who are homeless are automatically placed in 'Band D' until the Council decides on whether it owes a duty to re-house them (see paragraph 11). At which point the Council may award a higher priority;
  - the 'priority date' given to applications is the 'date of application'. If an applicant's circumstances change and their banding changes as a result, then *"so may their priority date"*;
  - a tie-breaker for households in the same priority banding is the priority date given to their application;
  - applicants *"must report any material change in their circumstances without delay"*. They can also lose their priority date if they move out of temporary accommodation for more than seven days (shorter absences being agreed with written permission); something the policy says should only apply in *"exceptional circumstances such as a bereavement"*. An absence of more than seven days will result in a change to the priority date;
  - for homeless households the Council reserves the right, after two months, to make an "assisted bid" for housing on their behalf. This can then discharge its duty under homelessness legislation (see paragraph 11).

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22. The policy does not refer to what happens where there are changes in household composition; for example, because of birth, death, separation or a child leaving home.

### **Chronology/Key Facts**

23. In 2017 Mr D lived with Mrs D in a private rented property. They had four dependent children. They became homeless when their landlord repossessed their property. They presented themselves to the Council as homeless. Mr and Mrs D attended an interview with a Council housing officer where they explained their circumstances. Both signed to say the record of the interview was accurate. But only Mrs D signed the final declaration on the form as claimant. There is space on the form for a second signatory but this was left blank.
24. The Council accepted Mr and Mrs D were homeless and in priority need. When it wrote to advise of its decision, the Council addressed its letter to both Mr and Mrs D. Its correspondence made no reference to either being considered a "lead applicant".
25. The Council says at the same time it 'placed' the household on its housing register. It gave that application the priority date of November 2017.
26. It treated Mrs D as the 'lead applicant' for both the homeless application and on its housing register.
27. In December 2018 Mr and Mrs D separated. Mr D advised the Council on 21 December 2018, within a week of the separation occurring. Mr D and two children, including E, then aged 17, moved in with one of Mr D's parents. Mr D explained to the Council that he could not stay with his parent due to limited room and the parent provided a letter in January 2019 to confirm this. The Council then provided Mr D with temporary three-bed accommodation. Around the same time Mr D became aware that Mrs D had received an offer of permanent accommodation and the Council had discharged its housing duty to her.
28. In its communications with Mr D in January 2019 the Council said: "*If you recall the original application was in the name of [Mrs D], therefore she retains the original application and a new homeless application will be completed with yourself*".
29. In March 2019, the Council decided Mr D was homeless and in priority need. It set a priority date for Mr D's place on its housing register as January 2019.
30. During the early months of 2019 Mr D could bid for three-bed properties via the Council's housing allocation scheme. In May 2019 E turned 18. Around this time Mr D entered correspondence with the Council about the impact this had on his housing need. Mr D told the Council he would continue to receive child benefit for E until September. From that date E would attend a local further education college, studying for a degree-equivalent qualification. After sending three emails chasing a reply, the Council told Mr D that while he could bid for three-bed properties currently this would stop when E stopped receiving child benefit. Mr D asked if he could bid for two-bed properties. To which the Council replied: "*we would not be able to allocate permanent accommodation smaller than what you require*".
31. At the beginning of July 2019 Mr D wrote to the Council again and said: "*I have been told different stories in regards to what I am entitled to now my son is 18 and classed as a non dependant (He is staying in education) Told I am not entitled to*

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*3 bed and only 2 bed but can't go for 2 bed as if [E] stays with us it is classed as overcrowding. But then also told I am still entitled to a 3 bed and not 2".*

32. In response, the same housing officer who replied to Mr D's previous email repeated the advice given Mr D previously – that while he could currently bid for a three bed property, once E's child benefit stopped he could only bid for a two-bed property.
33. In September 2019 Mr D contacted the Council to ask if he had now reached the point where he could no longer bid for a three-bed property. He said E still lived with him but would move to his grandparent's home. The Council said that *"as you are no longer in receipt of child benefit your requirement is now a 2-bed need"*. But then a week later: *"your application is still live as 3-bed as [E] is still living with you"*. At this time Mr D queried why the Council regarded E as a non-dependent as he remained in full time education. He also said he was 'trapped' as he could not bid for either a three-bed or a two-bed property. A note around this time also indicates Mr D spoke to the Council as its officer said they had discussed Mr D's case with a manager and *"advised that [Mr D] may be entitled to bid for 3-bed and discussion would be had with legal"*.
34. Mr D continued to try and clarify what properties he could bid for in October 2019. He also made a complaint being dissatisfied with various matters as I summarised in paragraph 1. He was told to await a reply to his complaint for clarification.
35. In December 2019 Mr D found he could still bid for a three-bed house via the Council's housing register and thought he had been successful when he was listed first for a property. However, the Council intervened and prevented Mr D securing that tenancy, saying his circumstances meant he could only bid for a two-bed property.
36. In January 2020 Mr D bid successfully for a two-bed Housing Association property. This discharged the Council's duty to provide him with accommodation. E moved back in with Mr D's parent. Neither Mr D or E wanted to live separately and both would prefer to remain in the same household to this day. Mr D's tenancy prevents his son moving in with him.

### **Council response to complaints and my enquiries**

37. In its first reply to Mr D's complaint, sent in November 2019, the Council said:
  - if Mr D secured a three bed property then he could receive local housing allowance (housing benefit) based on the rate for a three bed property; it gave him information about a bond scheme to help homeless families secure accommodation in the private rented sector;
  - but Mr D could only bid from the housing register for a two-bed property. Because E's child benefit ended in September 2019, *"under the Council's Housing Nominations Policy 2015 your son is classed as a non-dependent and can apply in his own right for the Housing Register"*.
  - its decision on the priority date awarded to Mr D's application was correct. It could not discuss the priority date awarded to Mrs D's case.
38. In its final reply to Mr D's complaint, in December 2019, a Housing Manager told him the Council believed it had clearly explained, on more than one occasion, that he could not bid for a three-bed property via its housing register after September 2019. However, Mr D would be eligible to receive local housing allowance based on the three-bed rate if he secured a three bed property. The Council said to

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discharge its duty to prevent his homelessness, it may still offer Mr D three-bed accommodation. For example, in the private rented sector.

39. In its reply to my enquiries the Council has said that in November 2017 it treated Mrs D as the 'lead applicant' when the family became homeless because the law does not allow it to accept 'joint applications' for homelessness. It also says that even if Mr D had kept the November 2017 start date on his application, it would not have offered him three bed accommodation before December 2019. By which time Mr D was only entitled to bid for two-bed accommodation. To support this, the Council has provided me a spreadsheet showing details of offers of three bed accommodation made to households with the same priority as Mr D between December 2018 and September 2019. All successful applicants had a priority date between 2015 and July 2017.
40. The Council also says that even if it had treated Mr D as the 'lead applicant' when he first became homeless, he would have still lost his original priority date in December 2018. This is because he vacated the temporary accommodation for more than seven days.
41. On the question of which children it treats as 'dependents', the Council says it has decided not to follow the suggested approach set out in government guidance (see paragraph 15). The Council says instead that once child benefit ends, it considers a child to have become a non-dependent. It says that students such as E can seek independent financial support.
42. The Council says that it now accepts in September 2019 it gave Mr D wrong advice that he could continue to bid for three bed properties while his son still lived in his household. It says this "*was not the case as [E] was no longer eligible for child benefit*". But in comments to me the Council has also suggested that Mr D was always able to apply for a two bed property (including when E lived with him) via its housing register.

## **My findings**

### **The complaint about Mr D's priority date**

43. In most cases, where a couple become homeless, they will present themselves to the Council as a couple. But the law does not recognise the concept that they can make a 'joint application' for assistance. In some circumstances it will be obvious that one member of the couple is making the application on behalf of the other. In those cases, I think it reasonable the Council treat that member of the couple as the 'lead applicant'. But in other cases, the Council will need to either accept two applications at the outset or explain clearly to couples that it will treat one as the 'lead applicant' and explain the implications of that. This in turn may lead both members of the couple to apply, to protect their respective positions.
44. In this instance I do not find there is any evidence that should have led the Council to have preferred Mrs D as the 'lead applicant' ahead of Mr D (or vice versa). Both attended the interview with the Council to explain their circumstances. Both signed the record of the interview. Neither's circumstances suggested one should make the application on behalf the other (as may be the case for example if two members of a couple have different immigration status meaning there is a clear logic to one making the application on behalf of both).
45. I note only Mrs D signed the application form, but I do not find this persuasive. Because from all it has told me, the Council has reserved to itself the practice of choosing a 'lead applicant' where it receives homeless applications from a couple.

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This leads me to find it only gave Mrs D the option of signing the form and did not extend that to Mr D.

46. In addition, I also find no record of the Council explaining its decision to treat Mrs D as the 'lead applicant' in November 2017. Its letter accepting the household was homeless and in priority need was addressed to 'Mr and Mrs'. There is nothing in that letter or the note of the interview to suggest the Council told Mr and Mrs D of its approach or its potential implications. Those implications extended to the decision taken by the Council when it 'placed' the household on its housing register. This choice of wording appears to show that it again took it upon itself to choose Mrs D as the lead applicant.
47. I find the Council's decision to treat Mrs D as the lead applicant flawed therefore. As there is nothing in the contemporaneous record to explain this decision and no record of it being communicated to Mr D.
48. I must go on to consider the consequence of this fault. The Council has sought to persuade me that even if it had initially treated both Mr and Mrs D as having the same priority date, Mr D would have lost his priority date in December 2018 when he left temporary accommodation. I note this is what the Council's policy says.
49. However, I find the policy flawed. It accepts there will be 'exceptional circumstances' where an applicant may be away from their temporary accommodation. While the policy gives the example of a bereavement, this is clearly only an example. A relationship breakdown is also an exceptional event in anyone's life. I see no reason to find the policy would not encompass such an event. But the policy then sets an arbitrary limit in saying that such circumstances will expire after a week. The Council is fettering its discretion with its current policy. That is a fault.
50. I also think it stretches credulity the Council would expect couples who have had an irretrievable breakdown in relations to continue to reside in the same temporary accommodation, purely so as not to lose their priority date.
51. I have considered next whether the Homelessness Code of Guidance provides some alternative cover for the Council's actions. I have quoted that extract which suggests it might (see paragraph 14). But I note the guidance gives this advice in the context of where one half of a previously unsuccessful couple presents a second time to the Council as homeless. That was not the circumstance here as the Council accepted Mr D was part of a homeless household in priority need in November 2017. Therefore, I do not consider this provides justification for the Council's actions either.
52. On balance therefore I am not satisfied the Council took the correct action when it re-set Mr D's priority date to January 2019 following his separation. It should have kept Mr D's priority date as November 2017. He was homeless throughout that time and the Council has never found (and nor do the facts suggest) he ever stopped being in priority need.
53. In considering the injustice caused to Mr D, I accept it does not follow automatically that this means Mr D missed out on an offer of accommodation which may have followed him keeping the earlier priority date. The evidence provided by the Council shows that households with the same priority band offered three-bed housing before September 2019 all had earlier priority dates than November 2017. Mr D would not have secured a three-bed house via the housing allocation policy before December 2019. And the Council argues it could not nominate Mr D for a three bed property at that time as E could no longer be

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considered part of the household, for the purposes of its housing nomination policy. This forms the next part of Mr D's complaint which I address below. I will therefore return to the issue of Mr D's injustice later in this statement.

### **The complaint about treating E as a non-dependent**

54. As I have summarised above the law does not clearly define when a child becomes a non-dependent. Both government guidance and caselaw suggest the position for children under 16 and beyond their nineteenth birthday is fairly clear cut. The former will be dependents while the latter may generally be treated as non-dependent. However, for those aged 16 to 18 the position is nuanced and government guidance reflects this.
55. I accept the Council is not duty bound to follow government guidance on how to treat 16 to 18 year olds when considering the housing need of homeless applicants. But the Council still needs to follow its own nominations policy. This imposes two tests:
- First, is the child in the household a dependent.
  - Second, if the child is a non-dependent, is there still a good reason to treat them as part of the household.
56. The Council also commits that if excluding someone who lives with the applicant as being part of their 'household' it will put that decision in writing and give a right of appeal.
57. I do not find the Council has properly applied itself to these tests in this case and has instead muddled the two. Further, it has adopted a crude measure to decide both questions; that of whether the young person remains in receipt of child benefit. While it does refer to this in its policy, I find the approach fundamentally flawed. Because as government guidance points out dependency is not just a matter of financial dependency. The Council must make a reasoned decision in each case on how it decides a child is a member of the household addressing both questions set out in paragraph 55. By seeking to exclude all other factors than child benefit in answering these questions the Council is again fettering its discretion. Added to this is the Council's failure to make a reasoned decision as set out in its policy. All these considerations mean I find fault in the Council's decision to no longer consider E part of Mr D's household from September 2019.
58. Turning to the injustice this caused Mr D I have considered if the Council could nonetheless have made a reasoned decision to treat E as both a non-dependent and not to include them as part of Mr D's household. I think it possible the Council could have arrived at this conclusion. But before doing so, it needed to consider all the facts around E's attendance in further education. It should also have considered what financial or other dependency E might have on Mr D, notwithstanding his child benefit ending (which would still be a relevant factor to be weighed in its decision). But in the absence of it making the sort of enquiries needed to arrive at this conclusion, I am not inclined to give it the benefit of the doubt.
59. Because against this I note that E remained living at home while embarking on his studies at a local college, supported in doing so by Mr D. There is also the emotional support to consider, with E coping with the family breakdown in December 2018 and the consequences of a long period of uncertainty caused by homelessness. I also take account that when E moved out because of the Council's position on Mr D's application, he did not choose to set up home on his

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own but stayed with close family. This suggests E had a higher dependency on family than some 18 year olds may show.

60. On balance therefore I am inclined to find a proper decision on E's status would have found he remained Mr D's dependent until his nineteenth birthday. Or else E could still be treated as a non-dependent member of the household until that birthday. In which case the injustice caused to Mr D, when combined with that arising from the fault identified in the consideration of his priority date, is that Mr D missed out on the prospect of being allocated a three bed property for his family under the Council's allocation policy. This is a source of avoidable distress for all, as is the enforced time they have spent not living as one family.

### **The complaint about communications**

61. The Council's communications with Mr D about his housing situation in 2019 contain further evidence of fault.
62. I find initially around June 2019 the Council gave Mr D clear advice, albeit one based on a flawed policy approach as I have explained above. I find it was made clear to Mr D that after September 2019, the Council considered he would be no longer eligible to bid for three-bed properties.
63. But in September 2019 the Council contradicted this advice. Now it told Mr D that he may be able to bid for three bed properties from the housing register. It also clearly allowed him to continue to place bids for such properties, which reinforced that advice. This caused unnecessary confusion and that was a fault.
64. The Council also left Mr D in the position where he believed he could not bid for a two-bed property. I am unclear if the Council now says this was also incorrect. But clearly between September and December 2018 the Council left Mr D thinking he could not bid for a two bed property without forcing E to leave the household and nor could he bid for a three bed while E remained.
65. Finally, I note Mr D's concerns about the tone of some of the correspondence he received from the Council. But I found nothing specific that leads me to find further fault. I consider the fault in this case lies in the Council's failure to address two fundamental questions of what priority date it should have applied to Mr D's case after his separation from Mrs D and how it treated his son's place in the household during his eighteenth year.

### **Agreed action**

66. The Council accepts the findings I have set out above. To remedy the injustice caused to Mr D it has agreed that within 20 working days of a decision on this complaint it will:
- a) provide Mr D with a written apology accepting the findings of this investigation;
  - b) provide him with a payment of £500 in recognition of his distress.
  - c) give a written commitment that it will seek to find Mr D a suitable three bed property from a social landlord; this will not be a flat and nor will it be in one area of the Council's district where Mr D has explained it would be unsuitable for him to reside; the Council will have discharged its commitment at the time a social landlord makes an offer to Mr D; it will not be expected to negotiate further offers in the event Mr D declines although Mr D can make a further complaint to this office should he consider the offer unsuitable for any reason.

- 
67. I am satisfied the commitment agreed at c) above will put Mr D back in a comparable position to that at December 2019.
68. The Council has also agreed to learn lessons from this complaint. It has said that it has now:
- a) ended the practice of choosing who it treats as the 'lead applicant' for purposes of homeless legislation; its starting position is now to treat couples as joint applicants for homeless purposes; both will keep the same priority date in the event they separate;
  - b) ended the practice of automatically placing homeless couples on the housing register and choosing a lead applicant; it is now down to the applicants to register themselves;
  - c) given advice to housing officers to make case specific decisions on whether children aged 18 or over in the household are non-dependent; this will take account of their education status and any evidence of financial, emotional or other dependence needs;
  - d) given advice to housing officers to make case specific decisions on whether to change priority date following an absence from temporary accommodation to consider each on their merits.
69. The Council has said that it will publicise the changes at a) and b) on its website. It will look to encompass the changes at c) and d) into a revised nominations policy which it expects to publish around September 2021. In that policy the Council will also seek to include more information about the impact of changes in household composition on housing need and priority to include circumstances of family separation.

### **Final decision**

70. For reasons set out above I have upheld this complaint finding fault by the Council causing injustice to Mr D. I am satisfied the Council has agreed action that will remedy that injustice and avoid a repeat. Consequently, I can complete my investigation satisfied with its response.

### **Investigator's decision on behalf of the Ombudsman**

**Report to:** Cabinet

**Date of meeting:** 18 January 2021

**Report author:** Head of Enterprise Programme Management Office

**Title:** Watford 2020 Programme Closure

## 1.0 Summary

1.1 The council's Watford 2020 corporate transformation programme ended in March 2020. Whilst some elements of the programme had not been fully completed, council resource from March 2020 onwards was focused on providing the council's response to Covid-19. Since then, all outstanding elements have been subsumed into the business as usual or, in some cases such as the review of the Legal Service operating model, re-established as new projects.

1.2 In line with the council's project management framework, it is good practice to review the success of a programme through the development of a Closure Report which seeks not only to formally close the programme but also provide an opportunity to reflect on what went well and where lessons for the future can be learnt.

1.3 Appendix 1 of this document forms the full Watford 2020 Closure Report and provides an overview of the work undertaken, as well a review of the original objectives and anticipated benefits and the final financial analysis.

## 2.0 Risks

Programme risks were managed through the Watford 2020 programme and were reviewed on a monthly basis by the Watford 2020 Programme Board. Each constituent project also had its own specific risk register managed by the Project Manager and monitored by the designated Project Board. The majority of risks have now closed, following the conclusion of the programme. However, detailed below are risks that remain and the mitigating actions that have been put in place. Further details are provided within Appendix 1, including the Business as Usual risk owner.

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Firmstep processes with multiple integrations are not adequately supported in the Business as Usual environment	Impact on customer facing services and ability to resolve issues with the digital processes for customers. This could lead to a pressure on front office staff and a poor customer experience.	Watford 2020 programme created a permanent Digital Development Manager role and provided additional budget for Firmstep consultancy support	Treat	2 x 2 = 4
Changes to web content do not align with the content principles introduced through Watford 2020	No single voice across the council website and a poor customer journey for residents and businesses wishing to transact online with the council	Additional resource for Digital Development Team to manage web content and ensure ongoing alignment of principles	Treat	2 x 2 = 4
Outstanding tasks (outlined in section 6 of Appendix 1) are not completed	The consequences of this risk will be different depending on the activity. The outstanding tasks are fully detailed within Appendix 1.	Outstanding tasks clearly detailed and accepted through the approval of this report. BAU owners identified. To be monitored through EPMO Assurance Group	Treat	3 x 2 = 6

### 3.0 Recommendations

#### 3.1 That Cabinet:

- Note the lessons learnt and note the recommendations (as detailed within section 3 of Appendix 1)
- Note the formal closure of the programme

#### Further information:

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**Report approved by: Andrew Cox, Group Head of Transformation**

### 4.0 Detailed Analysis

4.1 Appendix 1 provides an overview of the Watford 2020 programme structure, methodology and achievements. Addressing each of the programme tranches in turn, it identifies what worked well and where lessons could be learnt or what, in retrospect, could have been done differently. Section 5.0 below summarises the lessons learnt and some recommendations which will be recorded by the Enterprise Programme Management Office and recorded on the corporate Lessons Learnt Log.

## 5.0 Lessons Learnt and Recommendations

5.1 Based on the commentary and analysis in section 2 of Appendix 1, the following key lessons have been identified and are recommended for implementation either in the event of similar transformation programmes in the future or for programme / project management moving forwards. These lessons will be captured by the Enterprise Programme Management Office and retained within the council's corporate lessons learnt log:

- The need for strong and consistent leadership across the organisation to keep the momentum going – balancing the transformation work with business as usual or other project work meant that leaders were not always able to focus on championing and supporting teams and the Watford 2020 programme. The organisational development sessions for Extended Leadership Team were intended to support leaders to 'lead during period of uncertainty' but this was not always successfully achieved. There is clear value in giving leaders the opportunity to input into such a significant programme so that any concerns can be discussed and settled in private prior to ongoing public support. Whilst this was largely achieved at Strategic Leadership Team level, not all members of the Operational Leadership Team were as engaged. Moving forwards, the new Management Group should be used as an effective Forum to have these initial discussions and debates before agreeing on a way forward. The regularity of the Management Group also means that there is a continual opportunity to check in, which probably would have been useful during the Watford 2020 programme which relied instead on the quarterly Extended Leadership Team meetings.
- In line with the above, effective and long lasting culture change can only be delivered if there is a real focus, determination and vehicle to do so. In terms of flexible working and increased use of technology, Covid-19 achieved in a few short weeks what the programme had not yet completed. This was in part due to the fact that, prior to Covid, there was no 'burning platform' with plenty of room at the Town Hall and no perception of the need for change. In order to realise financial benefits, the detailed design work focused more on the redesign of process and to work out identified inefficiencies through using new technology and a better way of doing things. Whilst this, and the roll of new technology such as Unified Comms and Personal IT Kit, has underpinned the council's ability to continue to function during the Covid-19 lockdown, it did not alone bring about the culture change originally envisaged. It is recommended that a future programme has a designated work stream relating to culture and a cross-section of the organisation working on this, making use of council-wide groups such as the Staff Ambassadors. This will help to identify the culture the organisation desires but also provide an opportunity for any obstacles to be unpicked and buy-in from within the council and constituent services.
- The service resources needed in some areas were underestimated but could have been mitigated by a clearer corporate focus on the transformation programme as a priority. Further clarity of the corporate priorities and a stronger link between

the strategic direction of the organisation and the 'on-the-ground' delivery will help to manage Member expectations and associated resource. This has been provided by the Council Plan 2020-24 and associated Delivery Plan 2020-22 and it is important that this clearly flows through to individual Service Plans, rather than priorities becoming clouded by service-led projects with no clear link to the agreed Delivery Plan.

- The 'programme' approach worked well and the specific focus on benefits management should be established as part of the introduction of the Enterprise Programme Management Office and refreshed project management framework. This should specifically relate to the ongoing measurement and monitoring of benefits which was robustly undertaken in relation to the financial savings but less so for some of the non-financial benefits. This should form part of the 'Portfolios, Programmes and Projects' approach advocated by the Enterprise Programme Management Office. The use of the Programme Definition Document was extremely useful in confirming the scope and objectives of the programme and obtaining the initial permission for the programme to receive. It is recommended that Programme Definition Documents, along with other key templates used throughout the programme such as benefits profiles and programme reporting templates, are implemented as part of the introduction of the Enterprise Programme Management Office.
- The identification of a clear and succinct vision that could be regularly and simply communicated to all staff throughout the life of the programme worked well. Promoting this vision on posters, digital communications and within newsletters meant that the message stuck, as demonstrated by the staff survey results. A similar approach in the future is recommended.
- Consistency of approach is really important, especially when a programme spans so many different services and over such a significant period of time. The challenge is balancing this with the need for ownership by Service Leads and Managers, and the ability to amend the approach based on lessons learnt. However, where this was achieved, for example with a consistent briefing by Heads of Service on the Outline Business Case on the same date and at the same time across the organisation, this worked really well and represented a great corporate effort.
- Access to a designated programme team meant that the programme maintained momentum. It also meant that resources could be used flexibly to meet demand. Where a certain project within the programme required additional resources for a fixed period, the time of the team could be flexed to ensure that this matched the times that capacity was available within a service area. For the Enterprise Programme Management Office moving forward, the ability to be able to flex in this way will be crucial to ensure delivery of the Council Plan within existing resources, where possible.
- The significant lead-in time relating to recruitment needs to be built in to all future programmes and projects. This should cover not only the time the advert is out,

but also the time required to produce job descriptions, evaluate and moderate them as well as notice periods, any training required and the potential that the recruitment process will not be successful. In terms of project management, this has already been mitigated to some degree by the establishment of the Enterprise Programme Management Office and the employment of internal Project Managers.

- The agreed approach left some of the more challenging projects to the end of the programme. This included the final decision relating to business support, the 'Strategy' component of the operating model and the 'commissioning and performance' element. With motivation and momentum starting to fall after a two year programme, combined with the retirement of the Managing Director, it became very difficult to make any significant changes as part of the programme. There were operational reasons for developing the implementation plan in the way it was, but it would be beneficial in the future to really weigh up the benefits of accelerating some of the more significant and difficult changes. Many of these components, including our approach to strategy and the associated strategic pipeline, are now being addressed through the many internal changes and improvements introduced by the new Managing Director.
- The 'Enabling Projects' tranche of the programme allowed for many of the foundations to be put in place prior to the more significant corporate and service changes. Whilst this was a successful approach which ensured that the building blocks of the transformation were in place, the enabling projects tended not to be particularly visible or in themselves provide a huge amount of benefit directly to staff. Early on in the programme there was some frustration that there was lots of work going on but no direct benefits realised. To try and mitigate this, many of the enabling projects commenced before the other components of the programme were in place. However, it may have been useful to have had the Programme Communications Plan in place earlier; this proved a very successful document at other stages in the programme and may have allowed the corporate messaging to be consistent and clear on the enabling projects which may have addressed some of the concerns from staff.
- The Watford 2020 Pulse Group worked well. Feedback from the Group themselves was that they had valued the opportunity to input into the programme and the direct link with the Programme Manager. The fact that membership of the Group remained steady across the two years of the programme indicates that members found the sessions valuable. This group has now evolved into the Staff Ambassadors group which is a great legacy and the recommendation is that this continues to provide genuine two-way engagement with staff from across the organisation. The fact it is led by the Managing Director gives it additional credibility and it may have been beneficial for the Watford 2020 Pulse Group to have been attended by a member of the Strategic Leadership Team for the same reasons.
- The council was very ambitious in relation to the commercial ideas included within the Outline Business Case. Whilst a clear Strategy and Board governance helped

to drive this forward, the aspirational 'business-like' culture was not as firmly embedded as originally anticipated. With the creation of the council's new Commercial Strategy, it is recommended that there is a specific focus and delivery plan on the culture change needed and that this actively is carefully monitored.

- In line with the new Commercial Strategy, it is recommended that there is clarity regarding the roles and responsibilities of Watford Borough Council and Watford Commercial Services, including the roles and responsibilities of officers who may have 'two hats' in Board meetings and making decisions. There were examples when considering the professional driver training business case when this was not necessarily clear. It is recommended that the Commercial Strategy also provides a clear decision on the commercialisation of services. Experience has shown that some services (Community Protection / Building Control) can successfully commercialise their existing services, but that this can take a lot of resource and a significant change in mindset / culture. If the council make a clear decision that it does not want to commercialise services then this should be made clear to all staff who have previously been encouraged to come up with ideas; if this message is not clear, it can be demotivating to staff and impact the culture. The council also has to be clear on the risk that it is willing to take. The newly developed commercialisation evaluation template will help to assess these opportunities.

## **6.0 Implications**

### **6.1 Financial**

- 6.1.1 The Shared Director of Finance comments that there are no financial implications in this report.

### **6.2 Legal Issues (Monitoring Officer)**

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

## **7.0 Conclusion**

- 7.1 Watford 2020 was the first time that the council had attempted an organisation wide transformation programme and demonstrated that it could be achieved. Whilst there were challenges in delivering the net financial savings, the revenue budget of the council was reduced in 2020/21 by almost £900,000, increasing to more than £1m from 2021/22 onwards. Viewed in the context of an organisation with a revenue budget of £15m, that is a significant achievement. However, the programme's approach to ensuring a sustainable organisation meant that there was also investment in services when it was needed.

- 7.2 There was good political engagement throughout the programme and significant effort was put into ensuring that the programme was as transparent as possible with both Members and Staff. Whilst the length of the programme meant that momentum was a challenge and hindered the ability to progress some of the more radical changes, the programme has delivered a marked change in the way that the organisation operates, demonstrated clearly by the council's ability to react so quickly to the Covid-19 pandemic.
- 7.3 The programme objectives were largely achieved and, in line with a programme of this nature, whilst some benefits have been realised others will be quantified and tracked over the coming years as the changes introduced by the programme are embedded.
- 7.4 The council is a changed organisation as a result of the Watford 2020 programme. With flexible working, significantly improved IT systems, more choices for our customers and financial efficiencies across the council, the programme has had a tangible impact and laid many of the foundations which will enable the council to build upon in delivering our ambitious new Council Plan in the coming months and years. This document details the recommendations for future programmes and projects and, as an organisation that is continually seeking to improve, it is important that the council acknowledges where things could be undertaken differently in the future. The recommendations outlined within this report will be retained in the council's corporate lessons log, maintained by the Enterprise Programme Management Office, to ensure that the organisation is able to benefit from these findings in the future.

## **Appendices**

- Appendix 1 – Watford 2020 Closure Report



# **Watford 2020 Programme Closure Report**

**Programme Manager – Liam Hornsby**

**Programme Director – Andrew Cox**

**DOCUMENT CONTROL**

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## 1. Background

Watford 2020 was initiated to develop and implement a new operating model for Watford Borough Council (WBC). It was intended to be a transformational programme which reviewed the internal workings and processes of the entire organisation through a series of 'Service Innovations' to create a council which is ready for the challenges of the future. To deliver the programme, Cabinet and the Watford 2020 Programme Board agreed a vision and set of design principles for WBC in 2020 which was then delivered through a series of tranches.

Like many other councils, heading towards the new decade Watford Borough Council (WBC) had been facing significant challenges in meeting changing customer expectations, modernising working practices and maintaining financial sustainability. Watford 2020 sought to address this by developing and implementing a new operating model to fundamentally transform the way the council operates and deliver a range of customer and efficiency benefits.

Reporting into the specially formed, Watford 2020 Programme Board attended by all members of Strategic Leadership Team plus an Operational Leadership Team representative and the Watford 2020 Programme Manager, the programme sought to deliver the agreed Watford 2020 vision of a more customer-focussed, digitally-enabled and commercially-minded council by:

- Bringing capability together to increase service resilience, standardise processes, reduce handovers and deliver better economies of scale
- Maximising the value of professional officer time for those who really need it – separating transactional processing from decision-making and support
- Maximising self-service by providing a proactive and personalised digital experience
- Digitising key processes (and information) from front to back to make transactional workflows as integrated to Line of Business (LoB) systems as far as possible
- Generating capacity for commercial growth, income and delivery of WBC's commercial strategy
- Providing a mixed economy of service provision and regularly testing the market to ensure services are efficient and effective.

The Outline Business Case, approved in June 2018, indicated that an investment of £1.92m would deliver an estimated annual baseline budget reduction/saving of £1.21m when the full effect of the benefits were realised. Of this approximately £900k was net cost savings and £300k was net extra income. The investment included resources to manage and deliver the implementation, including the Watford 2020 team, new systems and technologies and estimated redundancy costs.

In total the programme consisted of almost 30 separate projects, with each project reporting in to the agreed governance structure, alongside regular updates to Portfolio Holders and the council's Overview and Scrutiny Committee. Separate Closure Reports have been produced by Project Managers for the majority of individual projects and have been signed off by the relevant Project Boards. This document seeks to review the programme as a whole and capture any lessons learnt whilst can be utilised by the organisation in the future, as well as acknowledging the successes of the programme. It has been produced following requests for feedback from Group Heads and other key officers involved in the programme.

## 2. Programme of Work

As outlined in the Programme Definition Document, approved by Strategic Leadership Team on 11 July 2017, the Watford 2020 programme was formed of six tranches of work, with projects grouped together by commonality and similar timescales. Further detail on each of the projects within each tranche can be found within the individual Closure Reports.

### 2.1 Tranche One – Service Innovation (High Level Design)

Tranche one saw the initiation of the programme, including the formulation and agreement of the vision, design principles and approach. It also sought to carry out a high level review of all services over a six to eight week period, with the findings captured and quantified within the Outline Business Case to determine the viability of the programme to continue.

The key features of the approach included:

- Working with the Watford 2020 Programme Board and Leadership Team to understand what the council would be like in 2020 supported by a deep-dive / innovation with services
- Collaborative working with staff and managers at all levels across all services to ensure they owned the solutions developed and the conclusions that were made, particularly surrounding efficiencies
- Data driven so that all decisions were underpinned by robust process, financial and performance information which enabled the OBC to be robust with an acceptable depth of assumption.

The steps and stage in the approach are shown in Figure 1.

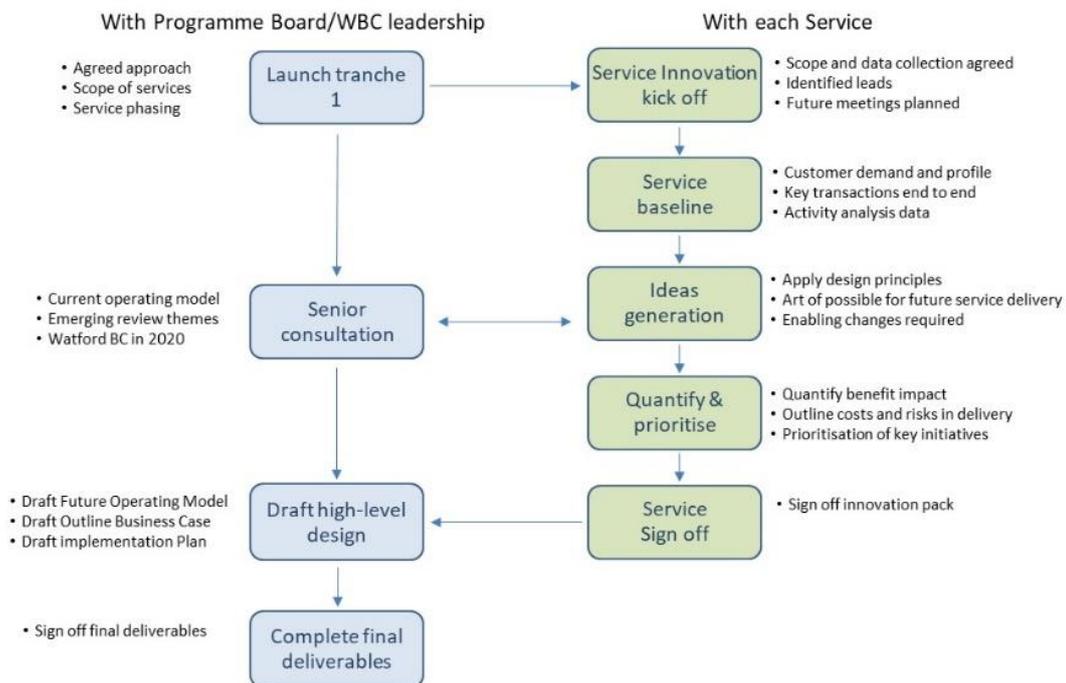


Figure 1: High level design approach

### 2.1.1 Senior Consultation

Senior consultation was undertaken with members of the WBC Leadership Team, both individually and collectively, and with the Extended Leadership Team as well as through the Managers' Forum. The consultation sought to understand views on the current operating model of the council, what operational changes should be delivered for 2020 and how change should be implemented. This work consisted of a number of sessions with the council's Extended Leadership Team as well as a Strategic Leadership Team away day intended to agree the programme vision, design principles, governance and delivery approach, which would lay the foundations for the programme moving forwards. This was preceded and followed by a number of 1:1 meetings with Strategic Leadership Team members, the Portfolio Holder and members of the Watford 2020 team.

The programme vision, design principles, governance and delivery approach were also presented to Portfolio Holders, including the Elected Mayor, for their comments and input. The proposed approach included regular briefings to Members and progress reports to every Overview and Scrutiny Committee.

The agreed approach was detailed in the Programme Definition Document, which was signed off by the Watford 2020 Programme Board on 11 July 2017. Following this approval up until the end of the programme, the Watford 2020 Programme Manager met with any new members of Strategic Leadership Team (including the Group Head of HR and OD, Head of Finance and Interim Group Head of Place Shaping), Heads of Service or key staff (such as HR and IT Business Partners) to provide an overview on the programme and its progress to date.

The Watford 2020 Board continued to meet on a monthly basis throughout the life of the programme with regular updates to Extended Leadership Team on the progress of the programme and at key programme gateways, such as the sign off of the Outline Business Case.

### 2.1.2 Service Innovations

Service innovations were undertaken in collaboration with managers and staff to baseline, identify and model opportunities in delivering the Watford 2020 vision and design principles. Through a series of stakeholder meetings and workshops, the main objectives were to:

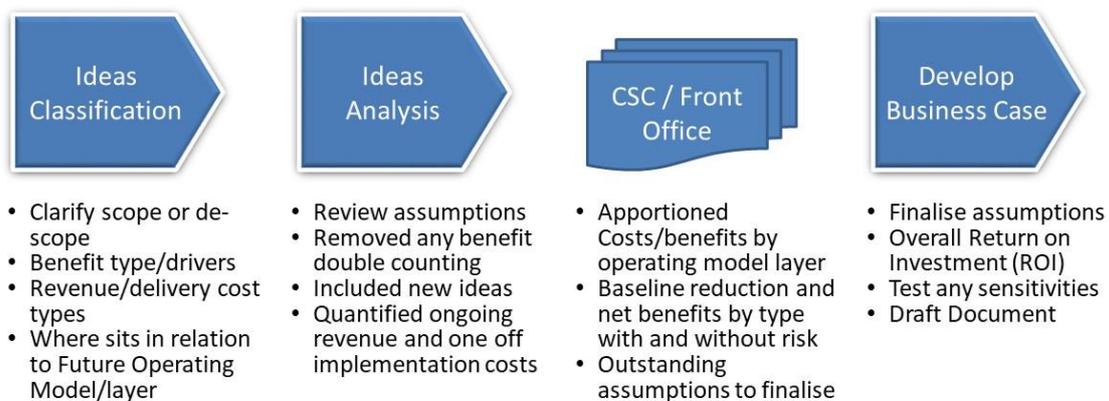
- Collate current financial, process, performance and productivity data
- Provide a forum to challenge the status quo and think in new ways to identify the ideas / opportunities for change and transformation of the service
- Quantify the benefits (with and without a risk factor applied) that can be delivered by the identified opportunities
- Identify the main people, process and technology cost implications in delivering the opportunities
- Prioritise the opportunities and benefits that offer the highest benefit value, strategic fit and ease of achievement within the programme budget available

The Service Innovations were launched with all-staff briefings led by the Managing Director in the Council Chamber and communication was maintained through the four month period via a newly established Watford 2020 e-bulletin, weekly drop-in sessions, an anonymous online questioning facility and briefings by Heads of Services in team meetings. Once Service Innovations commenced in a service area, the team were briefed by their Group Head of Service, with support from the Watford 2020 team. This briefing outlined the proposed approach, the input required from staff members and the next steps. Following the initial briefings, a Watford 2020 staff survey was held to capture a baseline of views from across the organisation.

In total, 24 service innovations were undertaken with services across the council. Across all services over 300 ideas were captured, benefits quantified and signed off by the relevant service leads in designated review sessions where all the work to date was presented back to the Group Head and Head of Service for final sign off. All except one of the service innovations was completed by December 2017, as anticipated, and a festive staff thank you event was held to recognise the effort from all staff as well as an opportunity to informally provide information on the next steps of the programme. The final Service Innovation, Revenues and Benefits, was completed in the first week of January when the sign off meeting was held with the Head of Revenues and Benefits.

### 2.1.3 Outline Business case development

In developing the outline business case the following stages, shown in Figure 2, were undertaken. The key point to note is that all the service innovation ideas, signed off by the Group Heads and Heads of Service, were classified and analysed according to the emerging future operating model, bringing together the key outputs from the senior consultation and service innovation process.



**Figure 2: Approach to Outline Business Case Development**

This was a fairly intensive piece of work which was largely completed by February 2018. After the hive of activity across the organisation before the Christmas break, there was much less involvement from services at this stage. To maintain momentum, a staff event was held in January 2018 to launch the Watford 2020 Supporting Strategies. This comprised of a day of activities, food, competitions and engagement open to all staff. The event was extremely well attended with more than 160 members of staff taking time out of their day to visit the exhibition.

### 2.1.4 Outline Business Case Socialisation

The final Outline Business Case was accompanied by the Future Operating Model and Implementation Plan. These documents, formulated following engagement and subsequent sign off of the Service Innovations, were presented back to Strategic Leadership Team for their comments and observations. Strategic Leadership Team members then presented different parts of the document and forward approach to Extended Leadership Team for comments and observations. The Group Head of Transformation and Watford 2020 Programme Manager also attended all DMTs to talk through the documents in more detail. This resulted in a number of changes to the document and, with a Mayoral Election scheduled for May 2018 and the opportunity for political sign off scheduled for the final Cabinet of the incumbent Mayor's term, the decision was taken by the Managing Director to delay the Cabinet sign-off of the Outline Business Case. The Outline Business Case was then formally signed off by the Watford 2020 Programme Board on 24 April 2018 and by Extended Leadership Team on 26 April 2018. On the day before the Cabinet papers were issued, in a coordinated approach, every member of staff was briefed by their Head of Service on the contents of the Outline Business Case

using tools provided by the Watford 2020 team, including a road map on next steps over the coming months and years which was circulated widely. The effectiveness of this briefing, along with feedback on the Service Innovation process, was assessed via a further Watford 2020 staff survey in March 2018 with the previous survey being used to track the reaction to the first tranche of the programme. On 4 June 2018, the suite of documents were approved by Cabinet before review and final approval by council on 10 July 2018. Whilst this delay provided an opportunity for further engagement, it did mean that the programme itself commenced 3 months later than initially anticipated. This included the recruitment of the team and the initiation of many of the tranche 2 projects.

### **2.1.5 Communications Plan**

Working with the council's Communications and Engagement team, a programme communications plan was developed and approved by the Watford 2020 Programme Board. The communications plan set out the various programme stakeholders, the corporate messages and the tools available. The communications plan remained a live document throughout the programme and was reviewed on a fortnightly basis by the Communications and Engagement Manager, Executive Head of Corporate Strategy and Communications and Watford 2020 Programme Manager. It proved a hugely useful document which helped to ensure an ongoing cycle of relevant communications about the programme and allowed the Communications and Engagement team an opportunity to balance the requirements of the programme with other work. There were four major updates to the document as the programme progressed which required sign-off by the Watford 2020 Programme Board, providing a further opportunity for senior leaders to input into the corporate communications and messaging relating to the programme.

### **2.1.6 Watford 2020 Pulse Group**

It was also during this tranche that the staff feedback group, known as the Watford 2020 Pulse Group, was set up. Members were recruited during the Supporting Strategies engagement exhibition and sought to include representatives from across the organisation. The Pulse Group was intended to be independent from the Watford 2020 team and so was chaired by the Head of Development Management. Terms of reference were agreed with the Pulse Group who continued to meet monthly throughout the life of the programme and who not only provided useful feedback on the progress of the programme but who also actively contributed to the programme, with the creation of items like the Watford 2020 Transformation Charter which was subsequently circulated to the entire organisation and advertised heavily in buildings, on the designated Watford 2020 intranet pages and within the Watford 2020 e-bulletin.

### **2.1.7 Unions**

Given the scale of the programme, the Executive Head of HR and OD, Group Head of Transformation and Watford 2020 Programme Manager met regularly with UNISON. This commenced upon the initiation of the programme and at all key gateways, including prior to the publication of the Outline Business Case. Furthermore, each time a detailed design proposed a change that impacted staff within a service, the Union and Employee Council representatives were invited to a briefing on the proposals. The Unions were further consulted as part of the formal consultation period with staff when these commenced. This approach worked well and allowed the Unions to understand the proposals and an opportunity to ask any questions. There was at no point during these meetings a significant objection to the proposals; however some way into the programme's duration a UNISON newsletter was published which, despite the engagement approach adopted and any evidence to the contrary, questioned the motives of the programme. This had been issued without any discussion with the Executive Head of HR and OD or the Programme Board / Team and disappointingly served to damage confidence and trust in the programme and team. This was fed back immediately to the Regional Union Representative who agreed an updated engagement approach.

### 2.1.8 Members

The Watford 2020 vision, design principles and initiation were approved by Cabinet and the subsequent Outline Business Case was approved by both Cabinet and then Full Council. Furthermore, each detailed design document and Full Business Case was presented to Cabinet. Additionally, regular updates were also provided to all Members. This included updates within the Member's Bulletin and a number of face-to-face briefings providing significant updates on the programme, including how it would impact Members themselves. Where specific engagement was needed with Members (for example, on the Members' Portal or Contact My Councillor process) this was undertaken firstly via the Member Development Group who provided valuable feedback before being opened up as training to other Members.

In addition to the above, the Watford 2020 programme reported on a quarterly basis to Overview and Scrutiny Committee, providing Members with an opportunity to provide feedback and ask questions on the progress of the transformation. The intention was to ensure full transparency of the programme across its life and this approach was successful in doing this.

The programme benefited from a supportive Portfolio Holder who met regularly with the Group Head of Transformation and Watford 2020 Programme Manager to understand progress, but to also provide feedback, both personal and from other Members, which could then be reacted to accordingly. The Portfolio Holder also regularly attended Overview and Scrutiny and had the opportunity to comment on public reports prior to publication allowing a real political ownership of the transformation programme.

Group Heads retained the responsibility for keeping their Portfolio Holders up to date on any Watford 2020 changes in their area and for discussing the detailed design process with them. This generally worked well, but there were some occasions where Portfolio Holders felt that they had not had sufficient sight of a proposal before it was discussed at the monthly Group Heads / Portfolio Holders meeting. This was able to be remediated fairly swiftly with the programme team ensuring that Portfolio Holders were provided with the appropriate updates.

### 2.1.9 Review of deliverables

Deliverable	Baseline Date	Date Delivered	Comments
Programme Definition Document completed and signed off by Strategic Leadership Team	11 July 2017	11 July 2017	Signed off following consultation on vision, design principles, governance and approach with SLT members
Service Innovations signed-off	22 December 2017	22 December 2017	With the exception of Revenues and Benefits which was signed off in the first week of January 2018
Production and approval of the Future Operating Model	5 March 2018	4 June 2018	Document had been produced but Managing Director elected to delay the Cabinet sign-off of the final document until after the Mayoral election (and subsequent change of Elected Mayor)

Deliverable	Baseline Date	Date Delivered	Comments
Production and approval of the Outline Business Case	5 March 2018	4 June 2018	Document had been produced but Managing Director elected to delay the Cabinet sign-off of the final document until after the Mayoral election (and subsequent change of Elected Mayor)
Production and approval of the Implementation Plan	5 March 2018	4 June 2018	Implementation plan had been produced Managing Director elected to delay the Cabinet sign-off of the final document until after the Mayoral election (and subsequent change of Elected Mayor). This also allowed for further consultation on the plan.
Budget approved by Council	13 March 2018	10 July 2018	As a result of the delay to the Cabinet sign-off of the Outline Business Case, Future Operating Model and

### 2.1.10 What went well?

- The production of the Programme Definition Document was crucial in obtaining a shared agreement on the direction of the programme and what it sought to achieve.
- The vision and design principles were created in collaboration with the Strategic Leadership Team and were referred back to constantly throughout the life of the programme. The vision itself became a powerful tool and something that all staff became familiar with very quickly, with 80% of staff confirming that they knew and understood the vision by September 2017.
- Communication and engagement during this tranche overall was very successful. There were two staff surveys which indicated that 76% of staff felt that they had been fully or partly involved in the service innovation process (a further 8% of staff who completed the survey were not working at Watford when the service innovations were carried out) and 99% of staff confirmed that they had been fully briefed on the Outline Business Case in advance of it being reviewed by Cabinet (with 94% indicating that they found it either very or quite useful). This represented a brilliantly consistent and joined up effort across the organisation and the survey results similarly indicated over 90% of staff understood the Watford 2020 roadmap, Future Operating Model and what it could mean for Watford.
- Establishing the agreed approach with all staff through briefings led by the Managing Director meant that there was an awareness of the programme and its vision across the council. These face to face briefings were accompanied by other communication tools such as the Watford 2020 e-bulletin, drop-in sessions and anonymous question functionality, as well as a campaign to publicise the vision, Transformation Charter and Watford 2020 roadmap.
- The pre-agreed range of Service Innovation workshop tools meant that a consistent approach to workshops and presentations was maintained throughout the tranche. The up-front investment

in an experienced Business Transformation Consultant meant that the adopted methodology had been tried and tested in other local authority environments and undoubtedly allowed the Service Innovations to start in earnest as and when resource became available. The degree of flexibility, both in this, and subsequent, phases of the tranche also meant that local priorities could be managed and adapted. The Housing Service, for example, commenced the Service Innovations in the same way as the other services in Place Shaping and Corporate Performance, but subsequently transitioned into the build and implementation phases following the completion of the ideas generation to address the concerns of the upcoming Homelessness Reduction Act 2017.

- Periods of shadowing in the Customer Service Centre were also completed and helped members of the Transformation Team understand the practical application of some of the processes which had been discussed. It also provided an opportunity for front-line staff to share their experience and knowledge, building rapport between the service and Transformation Team.
- With the Service Innovations delivered in three phases, the team had an opportunity to learn and adapt the approach as the phases progressed. Taking the lessons from the first phase and noting the pressure on the members of the team with other responsibilities, the council's PMO Co-ordinator supported the Watford 2020 Programme Manager to complete the Human Resources, Culture & Events and Leisure & Community Service Innovations. It was an approach that worked well, allowing flexibility in programming baseline and ideas generation sessions and providing additional resource to complete some of the administrative work such as preparing presentations and completing the process modelling. It allowed for a shared responsibility in managing the work and an additional level of check and challenge at this level.
- Members of the Transformation Team worked and conducted workshops at different council sites, including the depot, museum and community centres which helped to build trust and confidence in the process.
- Feedback from the Watford 2020 Pulse Group in their final session was that they felt that the Group had worked really well. They had felt that they had an opportunity to drive and lead the Group and input directly into the programme. The Group were often challenged in terms of timing, having just an hour each month to come together, but this did mean that the sessions tended to be much more focused. The evolution of the Watford 2020 Pulse Group into the Staff Ambassadors Group is a really good legacy from the programme in an organisation that had previously struggled to maintain a staff engagement group involving staff from across the council.

#### **2.1.11 What could be improved?**

- A longer lead-in time would have reduced the risk of annual leave and other service priorities, such as the parking enforcement contract re-tender, impacting on the phase timetable as much as it did. It would also have reduced concerns from services in relation to the level of resource they were expected to provide for the project.
- The requirement to resource the team sufficiently at the commencement of the project meant that not all Service Innovations started within the original timelines anticipated. The original intention had been to recruit two Business Transformation Project Managers on a 2-year fixed term contract. Unfortunately, the recruitment process supplied just one appointable candidate who was subsequently unable to start until the beginning of September, effectively missing the first phase of the Service Innovations. This resulted in the Head of Service Transformation and Watford 2020 Programme Manager leading on the Service Innovations in Transport and Infrastructure, Housing and Parking. Approval was provided to source consultancy resource to complete the work of the other Business Transformation Project Manager until December 2017 and the completion of the Service Innovations. This meant that the Transformation Team were

able to have one post effectively filled by the end of July 2017. However, there were growing performance issues and concerns about the quality of the output produced by the consultancy resource. The refusal to follow the agreed methodology, approved by the Programme Board, led to complaints from services about the level of detail, and consequently the amount of time they were spending working on the Service Innovations. A consistent refusal to programme in workshops and presentation dates meant that annual leave delayed significantly the final sign-off of some of the services in this phase. In retrospect, earlier check-ins with the consultant in relation to the data they were capturing may have avoided the level of detail and this was an approach that was adopted for subsequent phases of the Service Innovations.

- The three month delay in Cabinet signing off the Outline Business Case had a significant impact across the life of the programme, starting with the recruitment of the tranche 2 team. Whilst the delay ensured that the newly Elected Mayor and Cabinet were supportive of the programme, the financial imperative driving the programme meant that the proposed end date of the programme was not similarly amended. This effectively meant that the programme commenced with a three month delay which impacted the programme across its lifetime.
- In reviewing the approach, the question should be asked of whether the approach taken, viewed retrospectively, was the right one. Ultimately, it was the only real way to be able to identify whether the council's ambition to remove a £1m from baseline budgets was feasible. Prior to the Service Innovations, no such analysis had taken place. The information from the Service Innovations allowed the creation of a robust business case, releasing the budget to deliver the programme. The one criticism was that the work was, in some areas, too detailed and subsequently replicated as part of the second tranche, particularly for services who did not go through the detailed design until much later in the process. Where possible, information from the first tranche was used but there were examples of services insisting on a significant amount of detail during the first tranche where it was not necessary for the creation of the Outline Business Case – in a sense, this approach ended up combining the first and second tranches meaning that there was some replication in the second tranche.

## **2.2 Tranche 2 – Service Innovation (Detailed Design and Implementation)**

This tranche commenced following the approval of the Outline Business Case. It involved the initial recruitment of the next stage of the Watford 2020 team and the more detailed focus on each service area to review the service, approve and implement changes. Each service area was involved in two phases; detailed design and implementation. In the detailed design phase, the future operating model for the service area was designed through workshops, 1:1 meetings and guidance from the Group Head (as Project Sponsor), and the Head of Service. The key output was a detailed design document and implementation plan which then informed a Full Business Case, either validating or rejecting the assumptions made in the Outline Business Case and providing a subsequent update on expected benefits. Throughout the detailed design process:

- Future service business processes, roles and functions were designed
- Tranche 1 innovations were reviewed and additional innovations were proposed and designed
- Functional requirements for technology configuration were defined
- Implementation tasks, dependencies and timelines were agreed
- The plan for how the proposed changes were to be implemented was agreed
- Data (budgets; investment costs; savings; etc.) supporting the proposal was confirmed

Ultimately, the detailed design sought to define:

- The overall operating model, including how the service would work with the other layers in the council's operating model
- Its customers and how they would interact with the council
- Business processes
- People skills, roles and organisational structure
- Management controls, including KPIs and SLAs
- Enabling systems, technology and information requirements
- Finances

Approval of the detailed design document, Full Business Case and implementation plan, by both the Watford 2020 Programme Board and Cabinet, allowed a key gateway to be passed and for the implementation of the design to commence.

This process was undertaken 17 times with 17 different service areas across the two year period.

### **2.2.1 Community Protection**

The Watford 2020 approach for the Community Protection team differed from the above. There were such a large number of individual processes that the methodology outlined in section 2.2 would not have been feasible. Instead, an ongoing process of design, build and implement was agreed upon, whereby workshops would be held to redesign processes, making the best use of the new Firmstep CRM system, before being signed off by the service and then built, tested and implemented, along with refreshed accompanying web content. However, the number of workshops required meant that this caused real capacity issues for the Community Protection team. It had been envisaged that the detailed design process, as outlined in 2.2, would commence in September 2019, following the completion of process design workshops, but this deadline was repeatedly pushed back as BAU priorities meant that the team could not commit to the timescales. Whilst all the process workshops were completed by December 2019, the testing of processes also took much longer than anticipated with a huge number of changes resulting in processes being passed backwards and forwards between the Community Protection and Watford 2020 Front Office teams. A number of processes are now live with a further ten awaiting 'go-live' and a 18 more still subject to testing. This, however, has been significantly impacted by Covid-19 and a timeline for completion of this work remains under review. With the Watford 2020 team now disbanded, this will be managed by the Digital Improvement Team.

### **2.2.2 Options Appraisals**

There were some services that the high level design work indicated needed a more fundamental review of the delivery model. This included Property, Facilities Management, Legal and Print and Post. Rather than initiating the detailed design process immediately, options appraisals were carried out for each service area to determine the possible options for delivery of the service and recommendations as to how these should proceed. For Property and Facilities Management, this involved the creation of the Corporate Asset Management function, for Legal this involved considered options to outsource some or all of the service and for Print and Post it meant the procurement of new external providers for the service. For that reason, the baselined deliverable, outlined in section 2.3 was the production of an Options Appraisal, rather than the detailed design document.

### 2.2.3 Recruitment of the team

Following approval of the budget at Council on 10 July 2018, it was possible to proceed with the recruitment of the Watford 2020 team needed for the second tranche of the programme. Job descriptions had been created, evaluated and moderated in advance of Council approval meaning recruitment could proceed as soon as approval was given. However, recruitment proved a significant challenge. Whilst the resourcing model allowed for both consultancy resource and a number of fixed term internal roles (including an internal secondment opportunity for an existing member of staff), the quality of external candidates was not as high as expected. This meant that there was more than one round of recruitment for all roles and that a compromise in terms of resource had to be accepted. This resulted in one of the Business Transformation Project Managers, scheduled to work on the Front Office project, working on a part time basis for three days a week. This meant that they did not have the capacity, as envisaged, to manage the Business Analysts and this responsibility was subsequently assumed by the Watford 2020 Programme Manager. It also meant that one position was altered to a career grade role meaning that further support for the officer was required.

All of the above meant that the team were not fully resourced until January 2019, almost 6 months later than initially anticipated.

Recruitment of consultancy resource also proved a challenge. Firmstep consultancy resource was much more difficult to secure than initially anticipated and the key resource, once recruited, had a serious motorcycle accident two months into his tenure with the council, resulting in him being unavailable unexpectedly for four months, only then returning for a short period on a part time basis.

That being said, the team that was eventually recruited worked together really well. There was a quick and robust understanding of the programme, what had been achieved to date and what the ambition was. Working in a difficult role, where there is a need to work with but challenge services, the team had a balance to strike which was largely achieved, with the internal staff able to learn from and discuss issues with the more experienced consultancy resource.

### 2.3 Review of deliverables

Deliverable	Baseline Date	Date Delivered	Comments
Housing detailed design, FBC and implementation plan approved	December 2017	December 2017	Design approved prior to OBC to deliver changes introduced by HRA 2017
Community and Environmental Services detailed design, FBC and implementation plan approved	July 2018	November 2018	Impacted by delay to OBC approval
Democratic Services detailed design, FBC and implementation plan approved	July 2018	November 2018	Impacted by delay to OBC approval
Revenues and Benefits detailed design, FBC and implementation plan approved	July 2018	December 2018	Submitted as a presentation, rather than documentation. Impacted by delay to OBC approval and need to align with Three Rivers changes

<b>Deliverable</b>	<b>Baseline Date</b>	<b>Date Delivered</b>	<b>Comments</b>
Communications and Engagement detailed design, FBC and implementation plan approved	October 2018	February 2019	Impacted by delay to OBC approval. No Programme Board held in January 2019
Property / Facilities Management options appraisal	October 2018	November 2018	No Programme Board held in October resulting in delay to approval
Programme Management Office detailed design, FBC and implementation plan approved	October 2018	January 2020	Review of PMO delayed by Managing Director so work on the design did not commence until October 2019
Legal options appraisal	June 2019	October 2019	Delayed due to service BAU capacity issues
Development Management / Planning Policy Services detailed design, FBC and implementation plan approved	June 2019	December 2019	Resource availability impacted by the delay to the Community project, which in turn was caused by the delay to the approval of the OBC
Transport and Infrastructure detailed design, FBC and implementation plan approved	June 2019	September 2019	Timelines extended to allow for BAU workload
Parking Service detailed design, FBC and implementation plan approved	June 2019	September 2019	Timelines extended to allow for BAU workload
Human Resources detailed design, FBC and implementation plan approved	June 2019	November 2019	Agile approach adopted which meant build and implementation of processes commenced in tandem with the design work
Strategy detailed design, FBC and implementation plan approved	March 2019	N/A	This work was delayed at the request of the Managing Director and subsequently not undertaken when his retirement was announced
Community Protection process redesign workshops complete	September 2019	December 2019	Timelines extended to allow for BAU workload

Deliverable	Baseline Date	Date Delivered	Comments
Community Protection detailed design, FBC and implementation plan approved	December 2019	N/A	BAU priorities meant a significant delay to Watford 2020 process design and build work leading to a lack of service capacity to complete the detailed design work. This was not completed prior to Covid-19.

### 2.3.1 What went well?

- The process was successful in identifying, validating and then releasing financial benefit for service areas. In most service areas, if a financial benefit identified in the Outline Business Case could not be released, additional activity elsewhere within the service allowed the benefit target to still be reached. Other services delivered more financial savings than originally anticipated in the Outline Business Case, helping to ensure that the council is as efficient as it can be.
- The redesign of processes meant that any inefficiencies could be designed out and the individual process design documents proved useful to the Front Office team as they built processes within the Firmstep CRM platform. The Project Managers and Business Analysts worked closely together to ensure that service requirements were understood and that lots of the 'checking' back and initial testing could be undertaken within the Watford 2020 team to reduce the amount of time required from services.
- Many services were really engaged with the process and actively contributed with ideas, solutions and ways to make the service better. Without a doubt, this level of engagement resulted in significantly better outcomes, particularly in terms of achieving the Watford 2020 vision. Democratic Services and Development Management, in particular, were very engaged.
- The Customer Service Centre were involved in the process redesign workshops for the majority of outward facing service areas. Whilst this took time and resource, the CSC representatives were able to offer a customer perspective from their knowledge of what customers often wanted to know and the queries that they experienced on a daily basis. This was combined with customer user testing of forms and online processes for a number of really significant processes, such as 'Report It', 'Nuisance' and 'Contact My Councillor'. More engagement with customers could have been undertaken and some services felt that further engagement with their particular customers would have been beneficial at the very beginning of the transformation programme.
- Whilst there was a clear financial imperative to save £1m through the programme, it was always clear that the council were willing to invest in order to realise the Watford 2020 vision. Investment in the CRM system, training, equipment and additional staff in the Digital Improvement Team, for Business Intelligence, Housing, Parking and Transport & Infrastructure meant that the groundworks for realising financial benefit had been laid, rather than adopting the 'slash and burn' approach which is an effective way to reduce costs but not always sustainable or an improvement for customers.

### 2.3.2 What could be improved?

- Section 2.3 of this report indicates the impact the delaying of the Outline Business Case had on the programme throughout its life. When planning the programme resource, the intention was to use the same Project Managers and consultants to manage multiple service detailed designs. This

was intended to ensure that there was a strong overall understanding of the programme and the council as a whole (rather than individuals who were ‘flown in’ over a short time period) so learning could be taken from each service area as the programme progressed and applied within other projects. However, this meant that the whole programme was more susceptible to delays caused by one part of the programme on another. The delay in approving the Outline Business Case meant that resourcing could not commence. This meant that the first phase of detailed design projects commenced later than originally anticipated meaning that the allocated resource was still working on the first phase of detailed designs when the second phase was due to start, and so on. A better understanding of the delay to the Outline Business Case to the rest of the programme would have been beneficial and allowed for a fundamental re-baselining of the timelines. In reality, the programme was never able to catch up from this four month delay.

- Whilst the Watford 2020 Outline Business Case made provision for programme resource, it allowed little for service backfill. The collaborative nature of the programme meant that service input was crucial and whilst many services recognised the Watford 2020 programme as an agreed corporate priority, others were balancing a number of other projects or initiatives which made releasing staff for work on Watford 2020 much more difficult.
- Sustaining the momentum over the entire two-year period was a challenge. The programme was very intensive and the time scales ambitious even before the delay to the Outline Business Case. The nature of the programme meant that services would be heavily involved for a couple of months before the focus moved elsewhere.
- The agreed approach was very process-driven. Whilst this worked well for some service areas and individuals, others struggled with it. Whilst the approach was tailored where possible there was a need to maintain the overall framework of activity as agreed by the Watford 2020 Programme Board. This made it difficult to engage and gain buy-in from some staff.
- Each service area had significantly different ways of working and, for an organisation so small, there was a surprisingly number of ‘micro-cultures’ within teams. This meant that Group Heads and Heads of Services wanted to manage their projects in different ways. Whilst this was intended to provide ownership to the service area, it also meant that the programme was criticised for a lack of consistency. Whilst some Group Heads / Heads of Service wanted all of their team involved, others preferred to work with a small group of key officers. This led to some staff feeling ‘done-to’ and left out of the process, despite the briefing sessions for each service area being provided to all staff upon initiation of their service area project.
- The Outline Business Case gave an indication of the savings that could be achieved in each service area. Each individual opportunity was presented with a risk factor applied to ensure that the overarching business case was prudent, recognising that through the next phase some opportunities would not be deliverable.. However, the ‘with risk’ figures were considered by services ‘savings targets’, rather than services looking to maximise the savings opportunities. The application of a risk factor was a sound approach, but this should have been applied to the gross saving only, rather than at an individual efficiency level.

## 2.4 Tranche 3 – Enabling Projects

This tranche included a number of projects which were anticipated to impact all parts of the organisation. Projects within this tranche were:

- CSC Refurbishment – the project sought to ensure that the Customer Service Centre encouraged customers to self-serve where possible. It introduced additional computers, telephones and signage, as well as the automatic Q-Matic system. The project also saw the removal of the large

fixed desk at the entrance to the Customer Service Centre allowing Customer Service Advisors to approach customers and support them to self-serve where appropriate.

- CRM Replacement – this project sought to procure and implement the new Customer Management System for the council to deliver better digital and efficient ways of working, with the first stage of the project including the tender and procurement of this new system. In scope of this project was the set-up of the platform and the transition of the complex pest control process.
- ICT Infrastructure Transformation – this project was concerned with ensuring that ICT platforms across both Watford and Three Rivers were stable, secure, supported, sustainable and simple. The project aimed to increase network stability through the reduction and simplification of network domains and the upgrade of two data centres, remove and replace all aged and non-supported network devices, two aged and non-supported storage (SAN) devices, XP desktops from the estate and all 2000 and 2003 server operating systems. It also sought to consolidate and rationalise server hardware and migrate all possible physical hardware servers to virtual servers.
- IDOX Optimisation – the Uniform product, used by Environmental Health, Licensing, Planning and Building Control as a hosted solution for back office case management was under-utilised at the time the programme was initiated. This project sought to introduce elements of the solution not being used by the council, including the document management system and enterprise case management. The automatic integration between the Firmstep CRM system and the Uniform back office system and its workflow management were key to ensuring that services were fully digital and running as efficiently as possible and were thus critical to the Watford 2020 objectives.
- WBC Estate WiFi – when the Watford 2020 programme commenced, there was no back office WiFi at the Town Hall or Wiggenhall Depot. This project introduced high quality wireless services across the council estate, including within the New Annexe.
- Front Office – along with the ICT Infrastructure Transformation project, this was one of the most significant projects within the programme. The Front Office project built upon the foundations laid by the CRM Replacement project and sought to translate the process design documents provided by Project Managers and services produced during the detailed design phase into end-to-end digital processes, from the redesign of web content to a fully integrated digital system allowing customers to submit requests, payments and initiate transactions online. The Front Office project was led by a Business Transformation Project Manager who had the support of three Business Analysts and two Firmstep Specialist Consultants. The project adopted an agile methodology with fortnightly sprints held to identify the development required and to address any technical blockers.
- Business Support – one of the key components of the proposed future operating model was Support Services; the part of the future organisation that supplies services to internal customers and operational services ensuring that Watford Borough Council operates effectively and efficiently. Business Support was regarded as a key part of this component and the Outline Business Case confirmed that, in line with the programme's agenda to ensure end-to-end processes are digital by design, there was a requirement to establish the impact of any changes on business support, *'consider[ing] the best way to provide business support – the administrative work that helps us deliver all our services'*. This project subsequently sought to review business support across the organisation to enhance resilience, ensuring that the council was better placed to maintain the required service level with abstractions (annual leave, sickness, and training) and for the business support function to provide a more professionalised service to customers across their hours of operation.

- Business Intelligence – the Watford 2020 Outline Business Case introduced the concept of a Business Intelligence function for the council. This was described as “a new function to provide aggregated data, real-time dashboards, market intelligence and data analytics capability to join up resident, business and spatial information to support a single view across all service areas, deliver customer / town insights and support demand management, service improvement and commissioning.” The project was split into two phases. The first of these was concerned with procuring a business intelligence partner to enable an information-rich organisation that is able to pro-actively and rapidly respond to emerging demand / concerns. The second phase saw the implementation of the platform and the launch of the first service to use the system; Human Resources.

Deliverable	Baseline Date	Date Delivered	Comments
CSC Refurbishment complete	February 2017	August 2017	Whilst the vast majority of improvements were completed in line with the schedule, there was some delay to the installation of additional tablets for use by customers.
CRM platform implemented	September 2018	October 2018	A minor delay to the anticipated completion date of the deliverable.
Pest control process live	July 2018	April 2020	There were significant technical difficulties with the delivery of this process. A complex process had been chosen to test the limited of the Firmstep CRM system. However, all costs were included within the scope of the contract.
Core Infrastructure build complete	September 2017	October 2017	A minor delay to the anticipated completion date of the deliverable.
Server relocation complete	January 2018	May 2018	Impacted by resource issues caused by BAU work and application complexity observed during migration testing.
Mailbox migration complete	July 2018	October 2018	Some delays to final implementation as a result of the need to complete underlying core infrastructure works
Active directory migration	July 2018	March 2019	Some delays to final implementation as a result of the need to complete underlying core infrastructure works
All Uniform hardware in place	July 2017	July 2017	Delivered as expected
Uniform document management system in place	October 2017	October 2017	Delivered as anticipated
Uniform Enterprise workflow system	January 2018	January 2018	Delivered as anticipated

Deliverable	Baseline Date	Date Delivered	Comments
WiFi in Town Hall	July 2017	April 2018	This was delivered in phases in line with the Town Hall accommodation refurbishment works led by the Facilities Management team. WiFi was installed on the Mayor's Corridor, Committee Rooms, ground floor and first floor by October 2017 and on the second floor by April 2018, following the completion of works in that part of the building
WiFi in New Annexe	July 2017	June 2018	This work was completed in line with the Town Hall accommodation refurbishment works. The New Annexe was used as a decant site and installation of WiFi was subsequently not possible until the main Town Hall refurbishment works had been completed.
Business intelligence partner in place	May 2019	October 2019	The original date was predicated on a two stage procurement process, which given the number of bids and the quality of some of the bids was not appropriate and therefore an additional stage was added (which then was impacted by the summer holiday period). This was always a potential requirement and was part of the rationale for the procurement approach chosen.
Business Support review complete	November 2019	November 2019	This was achieved on time but additional engagement was needed with the Board on the final options

#### 2.4.1 What went well?

- Since the implementation of the Firmstep platform, over 8,500 resident accounts have been created. This provides residents with a better digital experience with key information stored within the system and automatically input into transactions that they initiate. This has also provided the council with a significant communications and engagement reach and, through the elections project, a process whereby the information held can be used to keep the electoral register updated.
- More than 150 processes now use the Firmstep platform, having been designed, tested and signed off by services. After each transaction, customers are asked to rate the form out of 5 stars. Whilst the rating is not mandatory, 88% of all rated forms received 4 stars or above. In fact, the average rating for all forms currently stands at 4.5 stars indicating that customers find the platform easy to use. Analysis of the ratings has confirmed that, where 3 stars or less have been provided, there is often a clear reason (for example, the poor rating coincides with the entire platform failing). The ratings provide an ongoing tool for the Digital Development Team to monitor feedback on the council's digital processes.
- In general, having a tranche of cross cutting projects which impacted the other projects worked well in terms of managing the work load across the programme and linking up the various dependencies. However, there was some confusion amongst services in relation to the hand-off

between service projects and enabling projects, particularly around the Front Office project. In essence, the service projects were responsible for reviewing and redesigning processes whereas the Front Office project was responsible for delivering that design, working close with the service Project Manager to ensure that this met the requirements of the service. However, because there was a need for, in some cases, fairly extensive testing, there was a lot more interaction between the Front Office project and the service area that had initially been envisaged. The original intention had been to retain the Project Manager as the main, designated Watford 2020 contact for the service but in practice this did not always work and it may have been better to introduce the Front Office Project Manager and Business Analysts to the service face-to-face at the appropriate time so they understood the process and the personalities involved a little more. This often ended up happening anyway but not necessarily by design and a clearer approach may have helped.

- There is little doubt that the enabling projects which commenced at the very beginning of the programme were integral to the success of the rest of the programme. The programme approach and the ability to look forward over three years enabled the foundations to be firmly in place before the next set of projects were initiated. This would include the introduction of WiFi which was integral to the roll out of personal IT kit and Unified Communications, the CSC refurbishment which introduced additional opportunities for customers to engage with the council digitally and the ICT Infrastructure Transformation which was necessary to support the technological ambitions of the programme. Similarly, the implementation of the CRM system in advance of the Front Office project initiation meant that a lot of the technical work had been undertaken in advance of moving processes over. The exception to this was the implementation of the pest control process. This was identified as a significantly complex process and so a good one to try and implement early on as it provided an opportunity to learn about lots of different elements of Firmstep functionality. However, this proved an ongoing challenge in terms of the technical development, the clarity of the scope, testing and changes. It meant that there was no choice but to begin implementing other processes before pest control was complete and this damaged confidence in the Firmstep product. The positive news was that once processes began to be implemented, services could see the benefit of the redesigned and digitised processes and confidence again began to increase, particularly for colleagues in the Customer Service Centre who used the system to record customer queries and initiate transactions over the phone or by face-to-face.
- The council had a finite budget for the development of the Business Intelligence platform. To ensure that bidders were aware of this budget and the expectations of their delivery within it a qualitative approach was taken with bidders being asked to say what they would deliver for this amount, rather than how much it would be for them to deliver. This was a very effective approach and meant that bidders had to submit very competitive pricing (as this budget was a squeeze for them) and also meant that they understand the council's constraints and therefore all proposed solutions were realistic.
- A competitive with negotiation process procurement was adopted for the business intelligence partner and platform procurement. The business intelligence partner requirement advertised was complex and not well defined as a result of the organisation's business intelligence immaturity. This approach was adopted to enable us to better understand the business intelligence market and develop our requirements through the process. Several discussions and bidding rounds were held, which helped to better understand the business intelligence opportunity. The financial implications, benefits, and contract mobilisation risks / issues of implementing a business intelligence partner were also clarified during the procurement. It is recommended that this approach is considered for complex procurements where requirements and the market are unclear.

- The improvements to the Customer Service Centre were also positively received. The implementation of Qmatic had immediate benefits for both staff and customers and meant that staff were able to manage the queue on the reception desk more efficiently and management information is available to assist with the planning of resources (across all services who offer a service from the CSC) and customers are able to self-serve and see their position in the queue. All services were fully engaged in the process of developing and working with the new system through the planning and implementation phases. Similarly, some of the physical changes went well with the removal of the large reception desk opening up the reception area and removing the bottleneck of customers at the main doors, creating a more open and welcoming environment. Furthermore, the relocation of the customer waiting area delivered a more spacious seating area with improved privacy for customers when at the enquiry desks.

#### **2.4.2 What could be improved?**

- There has been mixed feedback from members on the Members' Portal. Whilst the engagement from the Member Development Group was really strong, not all Members find the platform useful to their role. Despite this, during July 2020, by the 15<sup>th</sup> of the month, two thirds of all councillors had logged into the Members' Portal to transact with the council. The council's Digital Development Team are continuing to work with the Member Development Group in light of the feedback received the date.
- The integrations between the Firmstep CRM system and back office systems were, sometimes, more complex than initially anticipated. Whilst the integrations were purchased early on, the documentation from suppliers was often incorrect and resulted in significant delays as the team struggled to get the integrations to work. Once they were working, there was a significant level of additional detail required to ensure that, particularly for the more bespoke and complex processes, information flowed correctly from one system to the appropriate location in the next system. This required significant consultancy time and service resource. There had been an attempt to avoid engaging Firmstep consultancy resource too early (and certainly before processes had been redesigned and were ready to be built) for fear that they would be left with little to do. However, in retrospect, front loading the work around the integrations would have been beneficial and limited delays to building and then testing some of the earlier processes.
- The Business Support project was particularly lengthy, focusing on the business support requirements of services following the redesign of processes. As a result of the need to assess the options for business support holistically there was a significant delay between the first service being reviewed and the final service being reviewed. It also meant that the Business Support project was particularly vulnerable to the impact of delays within service projects. The length of time taken by the project caused anxiety amongst staff and the requirement to provide the Programme Board with recommended options by February 2020, in time for implementation by the new financial year, meant that the available options were reviewed without the full data available. The approach taken, whereby Heads of Service provided information on how much business support would be required in the future, meant that there was some scepticism over the validity of the data. This, in turn, led to some difficulty in gaining a consensus on the best option forward. The review did, however, result in the sharing of best practice between business support teams and the establishment of the Business Support Group, which was well received by colleagues. The project also provided an opportunity for Business Support staff to input directly into areas of shared concern, including confusion relating to the finance system. This allowed additional training to be put in place.

## 2.5 Tranche 4 – Supporting Strategies

The three Watford 2020 Supporting Strategies were identified as key to the overall delivery of the programme early on in order to realise the approved vision. As such, work on the strategies commenced shortly after the initiation of the programme with the intention to have them complete in advance of the approval of the Outline Business Case.

Upon approval of the strategies, significant effort was spent on ensuring that the documents were bold and accessible to staff, rather than traditional, dry reports. This was accompanied by a launch of the strategies at a staff engagement event to which all staff were invited. Along with competitions, food and other incentives, this provided staff with an opportunity to speak directly with the leads for each strategy as well as understanding and feeding into other parts of the Watford 2020 programme. The event was very successful with more than 160 members of staff attending and a significant level of engagement.

Each strategy was delivered by its own designated Board responsible for overseeing the approved action plan.

Deliverable	Baseline Date	Date Delivered	Comments
Commercial Strategy approved by Cabinet	6 November 2017	6 November 2017	Developed and approved as anticipated
People Strategy approved by Cabinet	4 December 2017	4 December 2017	Developed and approved as anticipated
IT Strategy approved by Cabinet	4 December 2017	22 January 2018	Original draft produced by consultants required significant additional work

### 2.5.1 What went well?

- Once the Watford 2020 programme had been initiated, each of the strategies was produced promptly and included Group Heads, Head of Service and other staff in their development, particularly the People Strategy. The decision to ensure that the documents were accessible and include photographs of actual Watford employees was a sound one and meant that there was much more engagement from staff on the strategic direction of the council than there had been previously.
- Individual boards were created to oversee the delivery of the strategies. In some cases, these boards also included Elected Members and this was effective in ensuring that the strategies remained live documents with tangible outcomes that the team were focused on delivering. It is recommended that future strategies are similarly monitored through to delivery in the future.
- The process of creating the strategies was a collaborative one with presentations to the Extended Leadership Team and Manager's Forum. Direct input from staff, including via the Watford 2020 Pulse Group, meant that there was some degree of buy-in and understanding from staff in relation to the strategic direction set out in the documents.

### 2.5.2 What could be improved?

- Whilst there was ongoing communication in relation to the People Strategy through the Our People programme communications plan, no similar communications plan was created by the Commercial Strategy or IT Strategy. Although both fed into the overall programme communications plan, the creation of a designated communications and engagement plan may have meant that the Communications and Engagement team could have played an active role in the communications of some of the more significant initiatives, such as the roll out of the IT kit and unified communications.
- Whilst the scope of this tranche covered the production of the strategies, rather than their delivery, the IT and People Strategies were largely delivered. The Commercial Strategy was not as successful and, whilst work to develop commercial business cases was subsequently undertaken, they resulted in little commercial income to the council. Good foundations were nonetheless laid and will be addressed by the refresh Commercial Strategy covering the next period, aligning this with the council's new strategic framework.

## 2.6 Tranche 5 – Our People

The Our People programme was the tranche of Watford 2020 that saw the delivery of the Watford 2020 Supporting Strategy on People. The Our People programme was developed in conjunction with the Watford 2020 and Human Resources team following the approval of the Our People Strategy in December 2017 and, with HR as a shared service, introduced improvements for both Watford Borough and Three Rivers District Councils. The programme was governed by its own Programme Board chaired by the Group Head of HR and OD and reported in monthly to the Watford 2020 Programme Board.

A number of projects were covered by the programme with each led by a HR Business Partner or HR Manager and sponsored by a member of the Strategic Leadership Team:

- Performance Management – this project reviewed the way that the council managed performance, initially focusing on soft market testing and trial of existing performance management software before overseeing the development and implementation of the i-Perform system supported by Firmstep. It was sponsored by the Deputy Managing Director.
- Reward Strategy – this project consulted with all parts of the organisation to assess the opportunities to recognise good performance and team work, in line with the council's ambition to both motivate and engage staff and to become more commercially-minded. Following this engagement, it managed the trial of the Team Reward Strategy.
- Modernise Recruitment – with the Group Heads of Transformation and Corporate Strategy acting as Sponsors, this project looked at all aspects of the council's approach to recruitment. It introduced the digital Applicant Tracking System, updated the council's job pages on the website, enhanced the onboarding process, streamlined the contract issuing procedures and revised the way job descriptions, now known as role profiles, were created.
- Job Evaluation – following concerns from Managers, this project specifically reviewed the way in which roles at the council were evaluated. It reviewed the existing Gauge system to ensure that the true value of skills was reflected in the way that evaluations are conducted.
- Career Pathway – this project, with the Group Head of Community and Environment acting as Sponsor, reviewed options for developing staff and recruiting particularly to hard-to-fill posts. After settling on the use of the LGA graduate scheme as the best way to achieve this, it led the set-up of the graduate scheme, including liaising with services to secure placements.

- Transformation Development – led by the Group Head of HR and OD, this project focused on ensuring that colleagues were equipped with the right skills and knowledge throughout transformation. This particularly focused on the Strategic and Operational Leadership Teams and the need for them to actively lead the organisation during a period of change and uncertainty. This work included the procurement of a new organisation development partner and the management of the subsequent Leadership programme.
- HR Policy, Processes and Forms – this project sought to ensure that the council policies and their associated processes and forms, aligned with the transformation elsewhere within the organisation. With the Group Head of Democracy and Governance as the Project Sponsor, the project reviewed and updated policies for both Watford and Three Rivers, seeking and obtaining approval from the relevant bodies as required, and ensuring that any changes were then cascaded down across the organisation.

It should be noted that the delivery plan was produced by an Interim Head of HR before being handed over to the Group Head of HR and OD upon his appointment. This handover led to a rationalisation of the programme which had an impact on all milestones.

Deliverable	Baseline Date	Date Delivered	Comments
Sign-off of the high level delivery plan	2 February 2018	2 February 2018	The Our People delivery plan was approved by Watford 2020 Programme Board
Job evaluation changes implemented	28 February 2018	28 February 2018	Completed as planned
New performance appraisal approach implemented	1 April 2018	1 October 2020	This milestone was extremely ambitious and whilst a trial was undertaken during 2018, because there was not a consensus between Watford and Three Rivers about whether to proceed with the trial system, there was a need to build a bespoke system via Firmstep. This has been built and tested and was due to be launched on 1 April 2020 in line with the new PDR year, but was delayed by Covid-19.
Team reward reviewed and changes implemented	1 April 2018	1 April 2019	The team reward options had been developed by April 2018 but there was further work required to socialise and discuss the options available which was not possible by 1 April 2018. Once this date had passed, it was decided that it made most sense to launch the trial at the start of the next financial year hence the delay.
Launch of Applicant Tracking System	30 September 2018	1 November 2018	A month long delay in the drawing up and signing of the contracts impacted the final launch date of the Applicant Tracking System.

Deliverable	Baseline Date	Date Delivered	Comments
Career pathways for hard to fill roles implemented (phased programme addressing different areas)	Housing – 1 April 2018 Others – subject to review and decision	Housing – 1 April 2018	New apprenticeship roles were created within the Housing Team to align with the Watford 2020 detailed design implementation in response to the Homelessness Reduction Act 2017. A graduate programme with the LGA was subsequently agreed for launch in September 2020, but has been impacted by Covid-19.
OD Partner procured	1 May 2018	25 May 2018	Partners were appointed in May 2018 in line with the anticipated timeline. This allowed them to roll out their leadership programme alongside the Watford 2020 programme.
HR Policies reviewed and updated	October 2018	Ongoing	A number of policies have been reviewed and updated. However, the need to obtain agreement and political sign off from both councils, plus the unexpected absence of the HRBP leading this project, led to the first policies not receiving final sign off until late 2019.
Improved data and reporting	April 2018	July 2020	This milestone was impacted by the decision to procure a corporate Business Intelligence platform. However, HR have been the first service area to develop the platform and this has now launched for use by Group Heads and Heads of Service.

### 2.6.1 What went well?

- Establishing early a robust governance structure for the delivery of the people strategy worked really well. It meant that the strategy truly became something to be delivered rather than a document that outlined a list of ambitions with no real imperative to make them a reality.
- The setup of the programme board and the subsequent monthly meetings worked well to ensure each project remained aligned and provided a forum for colleagues in communications to remain updated with progress.
- The identification of a Strategic Leadership Team sponsor for each project meant that the delivery of the strategy and programme because a collective responsibility for an area that impacts all parts of the organisation. Whilst some Sponsors were more engaged than others, the principle was generally welcomed and worked well.
- The support provided by the PMO Coordinator also proved invaluable in ensuring that the progress of the projects was tracked, reporting was robust and risks were regularly reviewed and managed. Having a designated resource to manage the technical project management elements of the work allowed the project leads to focus on delivery.

- Feedback from the HR team themselves is that the programme of works helped them work together better as a team and with other parts of the organisation. This was particularly true for the Performance Management project, where the Project Team worked closely together over an extended period.
- The procurement of the Organisational Development partner was undertaken in line with the anticipated timeline and the Leadership programme itself was developed to support different element of the Watford 2020 programme. Ongoing engagement with representatives across the organisation during the procurement and as the programme was developed meant that a number of views were considered and that the Leadership programme ultimately aligned with the wider Watford 2020 work. It also introduced a different approach to training, with coaching sessions for smaller groups, talks by external professionals and sessions focused on horizon scanning. It was also not restricted to Group Heads and Heads of Service but also extended to include officers playing a key role within Watford 2020, including the Democratic Services Manager, the Parking Services Manager and the Environmental Health Managers.
- The programme also saw some really positive and productive working with external partners. This includes for the work undertaken to the job evaluation system, where the supplier was able to work closely with the council team to understand the concerns from Managers and make collaborative changes to the system to ensure that it best reflected the Watford ethos and the value placed on particular skills.

### 2.6.2 What could be improved?

- As a shared service, the need to align the ambitions and needs of both Watford and Three Rivers remained an ongoing challenge, particularly in relation to the Performance Management project where the feedback on the initial trial of the Clear Review system was largely positive from Watford colleagues but less so for Three Rivers. It was also noted that some officers who had signed up to trial the system never actually used it meaning that it was hard to establish whether the feedback from each council was the majority view. The need to retain one system to cover both authorities meant that the trial could not be introduced permanently and led to a whole additional stream of work to create a bespoke i-perform system supported by the Firmstep Customer Management System, introduced as part of Watford 2020 elsewhere within the programme. Whilst the Front Office project team were able to develop and test the i-Perform system, this placed a significant burden on the Front Office team and their priorities elsewhere within the programme. This was particularly true of the Firmstep consultancy resource and additionally led to the assigned Business Analyst working with the HR team, rather than other teams, for a lot longer than initially anticipated. Part of this was the number of changes resulting from differing feedback on the system between the two authorities which took a significant effort to unpick and find a consensus. In hindsight, allowing additional time for individual feedback at every stage of development may have helped team members to voice some of their objections or concerns earlier so that they can be addressed prior to extensive development work.
- The initial delivery plan was particularly ambitious and created by an Interim Head of HR who was not then responsible for its delivery. The arrival of a new Group Head of HR and OD meant that some time was needed before the delivery plan could be initiated, which included a rationalisation of some of the work. Although this had an impact on the timeline against the baseline dates included within the Project Initiation Document it did mean that there was stronger and more confident oversight of the delivery of the strategy. The delivery plan's ambition was most obvious within the Policies, Forms and Processes project; the large number of policies and the amount of engagement needed across both authorities, even prior to the sign off route, had been underestimated meaning that in the end it was only possible to focus on the key policies. In

addition, reviews of policies took a back seat when other more urgent work was requested from the HR team, resulting in delays to completing the reviews. However, almost ten major policies were reviewed during the programme and the intention remains to ensure that the others are reviewed on a regular basis as part of Business as Usual.

- The team reward scheme, while a positive benefit, is extremely bureaucratic with many processes and manual reviews of performance to be completed before the determination is made whether or not a team has qualified. It is also linked to the achievement of the overall Watford budget and therefore the results are not known until late June/early July, so 3 or 4 months after the end of the scheme year, reducing the perceived value of the reward. It has since been agreed that the team reward scheme will not proceed, although the budget will remain for 2020/21 to recognise staff's contribution to the council's Covid-19 response.
- The development programme with was commissioned with a view to doing things differently and engaging with external speakers to give Watford a better external view of what was happening in other companies. The request from the Managing Director was for new and innovative ways of developing our leaders and supporting them with the transition required as part of Watford 2020. While some successes were achieved, many of the attendees could not see the links between the various aspects of the development programme. They appeared to be individual programmes without any meaningful link to the overall completion of Watford 2020 and supporting leaders and staff through the 2020 programme.
- As with other parts of the Watford 2020 programme, Covid-19 has meant that some final stages of the Our People programme could not be completed. This included the formal launch of i-Perform, although all development work is now complete and the commencement of the work experience and graduate schemes. However, the vast majority of the background work has been completed and so it is hoped that these can be picked up again next year.

## 2.7 Tranche 6 – Ways of Working

The sixth tranche of the programme built upon the significant improvements introduced by the ICT Infrastructure Project (See Tranche 3). It was intended to ensure that the background works to the council's aging infrastructure could now be relied upon to provide tangible benefits to staff, and therefore customers, across the council. It should be noted that these projects were carried out across both Watford and Three Rivers councils. There were three projects within this tranche:

- Personal IT Kit – the Service Innovation work in tranche one of the programme revealed that there was a significant demand for mobile working across the organisation. This project sought to identify the different user types across the council and establish their varying requirements. Multiple solutions via a single contract were then sought and implemented across the organisation to support the future ways of working, whether that be to allow staff to access bespoke systems from a location off-site or to provide the capability for staff to hot desk within the Town Hall complex.
- Unified Communications – at the time the programme commenced, all staff were relying on fixed handsets for phone calls which did not allow colleagues to work in the more flexible way envisaged by Watford 2020 or take advantage of some of the opportunities offered by modern technology such as video-conferencing. This project subsequently developed and agreed the business and technical requirements for the provision of voice communications technology, procured and contracted with a provider (8\*8) to deliver the identified requirements and subsequently built and implemented the solution.

- Wide Area Network – in order to support the above two projects and ensure a stronger network providing better resilience, this project sought to replace the council's Wide Area Network (known as WAN) across all sites. A new WAN was subsequently procured and was provided by a single vendor, replacing all previous connectivity, including Internet connections and site to site links. Critically the WAN enabled all key sites to have resilient and high performing links and was scaled to allow all voice traffic to run across it. In addition to the lines themselves, this project also covered the replacement of the council's remote working solution, the transition of the council's perimeter firewall to a new provider and the enablement of a Security Operations Centre. Please note that the deliverables below do not include the migration of services to the new WAN, which remains underway.

Deliverable	Baseline Date	Date Delivered	Comments
Unified Communications procurement complete	28/09/2018	31/10/2018	Short delay due to extension of tender period
WAN procurement complete	28/09/2018	19/10/2018	Short delay due to extension of tender period.
Identify all sites and survey for WAN accessibility	7/11/2018	7/11/2018	Completed as anticipated.
Technical WAN solution design	15/11/2018	15/11/2018	Completed as anticipated.
Watford Museum WAN line installed	21/11/2018	30/05/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Watford Cemetery WAN line installed	21/11/2018	21/11/2018	Completed as anticipated.
Cassiobury Park Hub WAN line installed	21/11/2018	12/06/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Three Rivers House Secondary WAN line installed	20/01/2019	10/06/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Batchworth Depot Primary WAN line installed	20/01/2019	16/04/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.

Batchworth Depot Secondary WAN line installed	20/01/2019	10/06/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Watford Town Hall Primary WAN line installed	20/01/2019	24/10/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Watford Town Hall Secondary WAN line installed	20/01/2019	15/05/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Wiggenhall Depot Primary WAN line installed	20/01/2019	08/07/2018	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Wiggenhall Depot Secondary WAN line installed	20/01/2019	24/04/2019	Delay due to ongoing issues with external suppliers and a move to a phased implementation of WAN across all sites.
Personal IT Kit procurement complete	29/05/2019	25/09/2019	Delayed due to an extended evaluation period
Unified Communications implemented	17/06/2019	14/01/2020	Final implementation delay first due to dependencies with the Customer Service Centre call system and then the NATO conference and national parliamentary election
Personal IT Kit roll out complete	16/12/2019	30/01/2020	Some minor delay in rolling out final kit to those members of staff with more complex needs or those on leave

### 2.7.1 What went well?

- A significant amount of time was spent planning for the roll out of each of the components within this tranche. Whilst this delayed the final implementation, the preparation time and overall readiness meant that deployment was extremely smooth, with a minimal impact on the council operations. For example, the ICT team invested significant internal resources around the technical workshops in order to ensure that business applications were tested in advance to ensure Windows 10 readiness.
- The initial engagement with the Unified Communications vendor went well. The kick-off meeting between the vendor and project board was positive and together the customised requirements for the platform build was identified and agreed on. This was replicated with the WAN vendor

who had a strong understanding of the council's requirement, which was reflected within the subsequent solution offered.

- Deployment of Unified Communications and Personal IT kit was also effective with a clear schedule, ongoing communications with service areas to agree a mutually acceptable period for deployment and the ability to resolve any issues quickly and efficiently.
- The use of ICT Champions also worked well for each of the components. By having a named contact within each service area, the ICT team were able to cascade messages quickly, receive up to date and accurate information and received timely and valuable feedback from users.
- The build of the personal IT kit, specifically, went extremely well. The team had dedicated space to undertake this work away from the BAU operations, had specialist resource to undertake the build and had a clear methodology and sign-off process which worked well. The team also relied upon the assistance of the ICT Champions to understand, based on the installed application suite, which devices needed additional memory and other requirements to work efficiently.
- The project team also successfully analysed the relevant training requirements for each of the contact centres and service departments based on the feedback from the Model Office that was set at each site giving the users a first-hand experience on the product and headset choices that would enable them to perform their work in an agile fashion. The feedback from staff in relation to the Model Office, and the Watford 2020 Expo, was positive and allowed staff to make an informed decision about the equipment they wanted. The ability to provide staff with a choice was received well and also meant that expectations were managed.
- The network requirement for the Unified Communications platform was mapped with the help of the vendor and the ICT Infrastructure team for defining the rules in the new WAN and to run a network utility test to capture the strength and extent of the unified communications load on the network. This was extremely useful as each of the seven sites provided different results which was then compared, tested and fixed.
- The project team did not have prior expertise of rolling out a UC platform however, the ICT team pulled together a successful delivery of test plans, model office, training plans and network assessments to meet the requirements of the project, ensuring the platform was enabled to work across six different device models throughout the estate, four different types of headsets and network tested on new WAN in addition to the legacy network. The ICT Business Relationship Managers managed the engagement with the business and communications for end users from the very start of the project to ensure a smooth transition to the new platform and provide support to users at all stages.
- The build of the Unified Communications platform was undertaken in stages starting with all users being set up on the Virtual Office to make and receive calls, send and receive messages, hold meetings with their virtual numbers whilst continuing to use the old telephony system at the same time. This was well received by end users as they could navigate the system and explore the features months before go-live. In addition to the vendor-led training, the IT team organised a number of training sessions across a number of sites. The training materials/presentations were customised and created by the project team to meet the specific requirements of the council staff. ICT champions representing their service areas took the lead to promote the flexibility of the product, capture department based specific requirements, identify users requiring additional assistance and finally testing of the new UC technology with the assistance of ICT team. The next stage of the build focused on Virtual Contact Centres for WBC, TRDC and Revenues and Virtual Office Contact Centre for Benefits team. The business process was changing for WBC, Revenues and Benefits as part of the Watford 2020 programme and this required direct engagement of the

Project Manager and 8x8 Project Manager in depth to reflect the changes on the new platform on a weekly basis affecting the smooth running of the overall project. However these changes helped the departments successfully achieve their new business practice in line with the 2020 programme.

- The Unified Communications project team investigated all lines across seven sites and cross referenced these with the quarterly bills received to determine which lines that could be ported on to the new platform at the same time, ensuring Redcare, Lift Alarms, Emergency lines were retained with BT and not ported on to the new platform. The analysis of all the lines was a strain on the team but this resulted in efficient cost savings as they identified lines that were redundant and should therefore be cancelled. Porting documents were completed, processed and submitted to the vendor on time as part of the above exercise.
- Transition from the project to the BAU environment was scheduled two weeks post go-live across both sites. The processes and procedures for Service Delivery and the desktop support team were accurately captured and recorded in order to allow ongoing support of the new platform.

### 2.7.2 What could be improved?

- The historic nature of the WBC and TRDC infrastructure meant that it was very complicated and the complexity made the retirement of the multiple platforms and replacement with a WAN provided by a single supplier a challenge. Had there been a better understanding of the council's infrastructure and better historic records, this challenge could have been mitigated.
- The timeframe allocated for collaborating and encompassing information for the roll out of Unified Communications was underestimated at the start of the project. The enormity of data to be gathered and incorporated in a structured format kept extending as the data output from the legacy database was not up to date. Similarly it remained a challenge to keep the data up to date as changes to the establishment and as staff members started and left the organisation. This had an impact on the sign-off of the design stage as the service's requirements were constantly changing and the resources were engaged in business as usual activity with limited time to provide the project team with the information needed to plan the build. However this process helped services to understand their business process and help build the platform flexibly to manage their calls efficiently with some of the new features introduced by the Unified Communications platform. This change assisted in guiding the department team leader to rota staff in as required and encouraging flexible working. The project team had to work with appropriate resources in-house and externally to support the delivery of the design document. Whilst this meant a significant delay to the design sign-off for the build, it also meant that management of the platform by the ICT Service Delivery and Desktop Support teams can now be undertaken with minimal effort.
- There had not been due consideration upon the initiation of the tranche of the scale of work involved delivering across seven sites. However, flexible recruitment of temporary project resources enabled the right skill sets to deliver the right element of the project at the right time.
- Dependencies and risks were identified across the tranche at the start of each project. However as the scale of each project grew the interdependencies with each project also increased requiring additional testing by the Project Team, Service Delivery Team and Infrastructure team to identify and fix the technical challenges which caused delays. The benefit of this additional testing, however, is a functional and resilient ICT environment.

- The testing and sign off of the Unified Communications virtual contact centres and mini contact centres led to delays to the schedule and became the focus of the project manager. Having business processes mapped and requirements clearly defined from the very beginning of the project would have led to a better management and delivery of the project.

### 3. Lessons Learnt and Recommendations

Based on the commentary and analysis in section 2 of this report, the following key lessons have been identified and are recommended for implementation either in the event of similar transformation programmes in the future or for programme / project management moving forwards. These lessons will be captured by the Enterprise Programme Management Office and retained within the council's corporate lessons learnt log:

- The need for strong and consistent leadership across the organisation to keep the momentum going – balancing the transformation work with business as usual or other project work meant that leaders were not always able to focus on championing and supporting teams and the Watford 2020 programme. The organisational development sessions for Extended Leadership Team were intended to support leaders to 'lead during period of uncertainty' but this was not always successfully achieved. There is clear value in giving leaders the opportunity to input into such a significant programme so that any concerns can be discussed and settled in private prior to ongoing public support. Whilst this was largely achieved at Strategic Leadership Team level, not all members of the Operational Leadership Team were as engaged. Moving forwards, the new Management Group should be used as an effective Forum to have these initial discussions and debates before agreeing on a way forward. The regularity of the Management Group also means that there is a continual opportunity to check in, which probably would have been useful during the Watford 2020 programme.
- In line with the above, effective and long lasting culture change can only be delivered if there is a real focus, determination and vehicle to do so. In terms of flexible working and increased use of technology, Covid-19 achieved in a few short weeks what the programme had not yet completed. This was in part due to the fact that, prior to Covid, there was no 'burning platform' with plenty of room at the Town Hall and no perception of the need for change. In order to realise financial benefits, the detailed design work focused more on the redesign of process and to work out identified inefficiencies through using new technology and a better way of doing things. Whilst this, and the roll of new technology such as Unified Comms and Personal IT Kit, has underpinned the council's ability to continue to function during the Covid-19 lockdown, it did not alone bring about the culture change originally envisaged. It is recommended that a future programme has a designated work stream relating to culture and a cross-section of the organisation working on this, making use of council-wide groups such as the Staff Ambassadors. This will help to identify the culture the organisation desires but also provide an opportunity for any obstacles to be unpicked and buy-in from within the council and constituent services.
- The service resources needed in some areas were underestimated but could have been mitigated by a clearer corporate focus on the transformation programme as a priority. Further clarity of the corporate priorities and a stronger link between the strategic direction of the organisation and the 'on-the-ground' delivery will help to manage Member expectations and associated resource. This has been provided by the Council Plan 2020-24 and associated Delivery Plan 2020-22 and it is important that this clearly flows through to individual Service Plans, rather than priorities becoming clouded by service-led projects with no clear link to the agreed Delivery Plan.

- The 'programme' approach worked well and the specific focus on benefits management should be established as part of the introduction of the Enterprise Programme Management Office and refreshed project management framework. This should specifically relate to the ongoing measurement and monitoring of benefits which was robustly undertaken in relation to the financial savings but less so for some of the non-financial benefits. This should form part of the 'Portfolios, Programmes and Projects' approach advocated by the Enterprise Programme Management Office. The use of the Programme Definition Document was extremely useful in confirming the scope and objectives of the programme and obtaining the initial permission for the programme to receive. It is recommended that Programme Definition Documents, along with other key templates used throughout the programme such as benefits profiles and programme reporting templates, are implemented as part of the introduction of the Enterprise Programme Management Office.
- The identification of a clear and succinct vision that could be regularly and simply communicated to all staff throughout the life of the programme worked well. Promoting this vision on posters, digital communications and within newsletters meant that the message stuck, as demonstrated by the staff survey results. A similar approach in the future is recommended.
- Consistency of approach is really important, especially when a programme spans so many different services and over such a significant period of time. The challenge is balancing this with the need for ownership by Service Leads and Managers, and the ability to amend the approach based on lessons learnt. However, where this was achieved, for example with a consistent briefing by Heads of Service on the Outline Business Case on the same date and at the same time across the organisation, this worked really well and represented a great corporate effort.
- Access to a designated programme team meant that the programme maintained momentum. It also meant that resources could be used flexibly to meet demand. Where a certain project within the programme required additional resources for a fixed period, the time of the team could be flexed to ensure that this matched the times that capacity was available within a service area. For the Enterprise Programme Management Office moving forward, the ability to be able to flex in this way will be crucial to ensure delivery of the Council Plan within existing resources, where possible.
- The significant lead-in time relating to recruitment needs to be built in to all future programmes and projects. This should cover not only the time the advert is out, but also the time required to produce job descriptions, evaluate and moderate them as well as notice periods, any training required and the potential that the recruitment process will not be successful. In terms of project management, this has already been mitigated to some degree by the establishment of the Enterprise Programme Management Office and the employment of internal Project Managers.
- The agreed approach left some of the more challenging projects to the end of the programme. This included the final decision relating to business support, the 'Strategy' component of the operating model and the 'commissioning and performance' element. With motivation and momentum starting to fall after a two year programme, combined with the retirement of the Managing Director, it became very difficult to make any significant changes as part of the programme. There were operational reasons for developing the implementation plan in the way it was, but it would be beneficial in the future to really weigh up the benefits of accelerating some of the more significant and difficult changes. Many of these components, including our approach to strategy and the associated strategic pipeline, are now being addressed through the many internal changes and improvements introduced by the new Managing Director.

- The 'Enabling Projects' tranche of the programme allowed for many of the foundations to be put in place prior to the more significant corporate and service changes. Whilst this was a successful approach which ensured that the building blocks of the transformation were in place, the enabling projects tended not to be particularly visible or in themselves provide a huge amount of benefit directly to staff. Early on in the programme there was some frustration that there was lots of work going on but no direct benefits realised. To try and mitigate this, many of the enabling projects commenced before the other components of the programme were in place. However, it may have been useful to have had the Programme Communications Plan in place earlier; this proved a very successful document at other stages in the programme and may have allowed the corporate messaging to be consistent and clear on the enabling projects which may have addressed some of the concerns from staff.
- The Watford 2020 Pulse Group worked well. Feedback from the Group themselves was that they had valued the opportunity to input into the programme and the direct link with the Programme Manager. The fact that membership of the Group remained steady across the two years of the programme indicates that members found the sessions valuable. This group has now evolved into the Staff Ambassadors group which is a great legacy and the recommendation is that this continues to provide genuine two-way engagement with staff from across the organisation. The fact it is led by the Managing Director gives it additional credibility and it may have been beneficial for the Watford 2020 Pulse Group to have been attended by a member of the Strategic Leadership Team for the same reasons.
- The council was very ambitious in relation to the commercial ideas included within the Outline Business Case. Whilst a clear Strategy and Board governance helped to drive this forward, the aspirational 'business-like' culture was not as firmly embedded as originally anticipated. With the creation of the council's new Commercial Strategy, it is recommended that there is a specific focus and delivery plan on the culture change needed and that this actively is carefully monitored.
- In line with the new Commercial Strategy, it is recommended that there is clarity regarding the roles and responsibilities of Watford Borough Council and Watford Commercial Services, including the roles and responsibilities of officers who may have 'two hats' in Board meetings and making decisions. There were examples when considering the professional driver training business case when this was not necessarily clear. It is recommended that the Commercial Strategy also provides a clear decision on the commercialisation of services. Experience has shown that some services (Community Protection / Building Control) can successfully commercialise their existing services, but that this can take a lot of resource and a significant change in mindset / culture. If the council make a clear decision that it does not want to commercialise services then this should be made clear to all staff who have previously been encouraged to come up with ideas; if this message is not clear, it can be demotivating to staff and impact the culture. The council also has to be clear on the risk that it is willing to take. The newly developed commercialisation evaluation template will help to assess these opportunities.

## 4. Achievement of Objectives

The programme identified the following objectives which were outlined in the approved Outline Business Case:

### 4.1 Objective 1

**Develop a detailed operating model for the organisation that will deliver the vision and design principles and that enables the delivery of the expected benefits to transform the organisation**

**Achieved** - The Future Operating Model was developed following 1-1 engagement with Strategic Leadership Team and wider consultation and engagement with Extended Leadership Team and Portfolio Holders. A council-wide survey undertaken in June 2018, to coincide with the Cabinet review of the Outline Business Case, indicated that 84% of all staff understood the Future Operating Model and what it sought to illustrate about the future of the council. The wider Outline Business Case described the ways in which each element of the Future Operating Model could deliver the expected benefits and how the components would operate together.

## 4.2 Objective 2

### **Deliver the operating model and supporting Outline Business Case and implementation plan**

**Achieved** - The Future Operating Model formed part of the Outline Business Case which was approved by Cabinet on 4 June 2018 and by council on 10 July 2018. The Outline Business Case was a 50 page document which provided an overview of the work to date, an outline of the proposed approach, programme cost analysis and the anticipated benefits, both financial and non-financial, as a result of the transformation. A high level implementation plan was also included within the Outline Business Case which gave an overview of key programme activities, including the phasing of each of the constituent projects. The implementation plan, and associated Watford 2020 roadmap, was produced following discussion at Extended Leadership Team and 1-1 discussions with Heads of Service at DMTs.

## 4.3 Objective 3

### **Implement the operating model to deliver the vision and realise the benefits**

**Partially achieved** – the Operating Model as signed off by Cabinet has been delivered with a number of key components, including the CRM system, the PMO and business intelligence, implemented during the lifetime of the programme. There is evidence too that the vision has been delivered, with the majority of staff indicating that they believe the programme has made the organisation, and their service, more customer-focused and digitally-enabled. There was not necessarily the same indication that the ambition for the organisation to be ‘commercially-minded’ has been fully achieved. Whilst the council’s first Commercial Strategy was created and monitored by the Commercialisation Board, and the council procured a commercial partner to help develop business cases, the success of the initial commercial ideas has been limited. However, as the council continue with delivery of the new Council Plan 2020-24, the programme has provided a good foundation on which to build.

## 4.4 Objective 4

### **Engage staff, managers and elected members in the design and implementation of new service models in order to ensure a smooth transition to new arrangements and make the change a success**

**Achieved** – Staff at all levels of the organisations were engaged in the Watford 2020 process. All staff attended the briefings led by the Managing Director and updates from Heads of Service on the approval of the Outline Business Case. It is accepted that staff may have been involved to different degrees, predominantly as a result of the need to maintain an operational service throughout Watford 2020, but Project Managers and Business Analysts certainly worked directly with staff members and the subject matter experts in each area rather than restricting engagement to Managers and Heads of Service.

Briefings for Elected Members were held throughout the programme with the programme itself reporting into Overview and Scrutiny Committee on a regular basis. All detailed designs, along with the Outline Business Case, were approved by Cabinet and Group Heads of Service liaised directly with their Portfolio Holders in relation to any impact of the programme on their service area. Where

changes specifically impacted Members, the programme team engaged directly with the Member Development Group who helped to inform proposals relating to Members.

#### **4.5 Objective 5**

##### **Re-model the organisational culture to ensure successful implementation and embedding of the new operating model, which will require radically different ways of working**

**Partially achieved** – The remodelling of the organisational culture proved challenging. Whilst the Transformational Development project of the People Strategy introduced a Leadership Course designed to support the top tier of the organisation in leading through transformation, there has been limited evidence that this was as effective as it could have been. There was no real focus within the programme on the organisational culture and whilst Watford 2020 clearly had an impact in some parts of the organisation in terms of hot desking and becoming digitally-enabled, this was not reflected across the council and could not have been judged to have fundamentally altered the fabric of the organisation's culture. What Covid-19 has proved is that all the foundations had been constructed to support a change of culture, but a more focused lead on culture change specifically may have supported some of these changes to have been embedded earlier.

### **5. Achievement of Expected Benefits**

The table below identified the following benefits to be delivered through the Watford 2020 programme:

Aim	Benefits Measures	What good looks like	Achieved?	Comment
Customer-focussed <sup>1</sup>	<ul style="list-style-type: none"> <li>Customer Satisfaction (across all channels and services)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in % of customers who rate experience of contacting the council as good:               <ul style="list-style-type: none"> <li>By Telephone (from 96%<sup>2</sup> to 99%)</li> <li>By Face to Face (from 74% to 85%)</li> <li>By Web (from 42% to 90%)</li> </ul> </li> <li>Improvement for non-high-performing services</li> <li>Maintenance for high-performing services</li> </ul>	<ul style="list-style-type: none"> <li>Telephone – 98% as of August 2020</li> <li>Face to face – 79% as of February 2020 (last time Town Hall was open for full month)</li> <li>Web – 42% as of August 2020 (Firmstep forms – 90% as of August 2020)</li> </ul>	Visible improvements to telephone and face-to-face service. Limited improvements from GovMetric on the website. However, website improvements remain ongoing with a full re-design planned for 2020/21 and feedback via Firmstep forms is very positive
	<ul style="list-style-type: none"> <li>Number of complaints</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in number of complaints that are upheld</li> </ul>	<ul style="list-style-type: none"> <li>Date not currently held so unable to assess</li> </ul>	Specific work stream included within the 2020-22 Customer Experience Service Plan
	<ul style="list-style-type: none"> <li>General support/failure demand</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in general enquiries that require officer support / intervention</li> <li>Reduction in failure demand i.e. customers following up to check what is going on</li> <li>Reduction in customers alerting us to physical “defects”</li> </ul>	<ul style="list-style-type: none"> <li>More services now being responded to through the Customer Service Centre and processes now in place that provide proactive communication to customers on the progress of their transactions.</li> </ul>	This will continue to form part of the council’s ongoing commitment to ‘continuous improvement’ as

<sup>1</sup> First contact resolution and hand-offs not included – successful transformation should lead to reduction in first contact resolution and increase in hand-offs (converse of what is the traditional target) as traditional channels will be used for more complex interactions.

<sup>2</sup> Based on GovMetric reports. Baseline figures for Telephone, Face to Face and Web are taken from February 2018



Aim	Benefits Measures	What good looks like	Achieved?	Comment
	<ul style="list-style-type: none"> <li>Individual Service performance measures</li> </ul>	<ul style="list-style-type: none"> <li>Improvement for non-high-performing services</li> <li>Maintenance for high-performing services</li> </ul>	<ul style="list-style-type: none"> <li>Not possible to confirm at this time. Foundations in place through the programme but ongoing monitoring in order to confirm realisation of benefit will be achieved through the full roll out of the Business Intelligence platform and the implementation of the Business Intelligence Strategy as outlined in the Council Plan 2020-24</li> </ul>	<p>outlined in the Council Plan 2020-24</p> <p>Full implementation of the business intelligence platform will allow for this benefit to be fully assessed</p>
	<ul style="list-style-type: none"> <li>Customer engagement and “brand” reputation</li> </ul>	<ul style="list-style-type: none"> <li>Increased uptake of “choice” services</li> <li>Increased customer satisfaction</li> <li>Increased resident satisfaction</li> <li>Watford recognised for excellence</li> </ul>	<ul style="list-style-type: none"> <li>Watford recognised at the MJ Awards in 2018 and data held on digital forms indicates that these score an average of 90% in terms of satisfaction.</li> </ul>	<p>Further engagement with residents on council improvements on hold as a result of Covid-19</p>
Digitally-enabled	<ul style="list-style-type: none"> <li>Channel mix</li> </ul>	<ul style="list-style-type: none"> <li>Increase from circa 10% to 60% of customer initial transactions completed digitally for all WBC customer contact</li> <li>Decrease from 78% to 30% of customer initial transactions completed by phone / face-to-face for all WBC customer contact</li> </ul>	<ul style="list-style-type: none"> <li>There has been a significant increase in the number of digital transactions. At the current time only the report it function can provide accurate data on this and confirms that 70% of all such reports are now provided digitally. The implementation of the business intelligence system will allow further scrutiny and reporting on these figures</li> </ul>	<p>Full implementation of the business intelligence platform will allow for this benefit to be fully assessed</p>
	<ul style="list-style-type: none"> <li>Reduction in costs of the council</li> </ul>	<ul style="list-style-type: none"> <li>See below</li> </ul>	<ul style="list-style-type: none"> <li>N/A – see below</li> </ul>	<p>N/A – see below</p>



Aim	Benefits Measures	What good looks like	Achieved?	Comment
	<ul style="list-style-type: none"> <li>Staff satisfaction in ICT and ways of working</li> </ul>	<ul style="list-style-type: none"> <li>Increase in satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Achieved but only quantifiable anecdotally at the current time. Although data on the service desk satisfaction rates is available this is not reflective of the entire ICT team and the ways of working</li> </ul>	<p>Significant increase in satisfaction with the IT service and system</p>
Commercially-minded	<ul style="list-style-type: none"> <li>Income to the council and Watford Commercial Services</li> </ul>	<ul style="list-style-type: none"> <li>See below</li> </ul>	<ul style="list-style-type: none"> <li>N/A – see below</li> </ul>	<p>N/A – see below</p>
	<ul style="list-style-type: none"> <li>Quality and use of data and information</li> </ul>	<ul style="list-style-type: none"> <li>Members and senior officers have confidence they understand what is going on in the organisation and that the right initiatives are in place to deliver success</li> </ul>	<ul style="list-style-type: none"> <li>Partially achieved– business intelligence platform now in place but full benefits to be realised through implementation</li> </ul>	<p>Implementation of Business Intelligence Strategy forms part of the Council Plan 2020-24</p>
	<ul style="list-style-type: none"> <li>Contract volumes / procurement spend</li> </ul>	<ul style="list-style-type: none"> <li>Fewer, larger contracts that deliver real value</li> </ul>	<ul style="list-style-type: none"> <li>Achieved - Number of total council contracts reduced from 1,668 at the start of the programme to 1,310 currently</li> </ul>	
	<ul style="list-style-type: none"> <li>Delivery of projects to time, cost and quality</li> </ul>	<ul style="list-style-type: none"> <li>Increase in % of those successfully delivered</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<p>EPMO only implemented in August 2020 so too early to assess</p>
	<ul style="list-style-type: none"> <li>Staff satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Increase in satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>2017 – 7.43 / 10</li> <li>2018 – 7.45 / 10</li> <li>2019 – 7.08 / 10</li> </ul>	<p>Some reduction in staff satisfaction but not possible to measure accurately at the current time due to Covid-19</p>



Aim	Benefits Measures	What good looks like	Achieved?	Comment
			<ul style="list-style-type: none"> <li>2020 – 6.87 (however, not all PDRs currently completed due to Covid-19)</li> </ul>	
Financial savings	<ul style="list-style-type: none"> <li>Reduction in cost of the council</li> </ul>	<ul style="list-style-type: none"> <li>£1.21m net reduction in baseline budgets of which circa £300k is additional income</li> </ul>	<ul style="list-style-type: none"> <li>£886,300 has been achieved during 2020/21 increasing to £1,147,000 by 2021/22.</li> </ul>	See Finance Section for full analysis

## 6. Staff

From the very initiation of the programme, it was made clear that there would be an impact on the council's staff. In some cases this would mean working with new technology or working in a different way, for others that would mean working in different teams or under different service areas and for others it meant that they would be at risk of redundancy. Significant engagement was put in place for staff as outlined in Section 2 of this report. Briefings were also held with the Union on a regular basis, including prior to the publication of the Outline Business Case and detailed design documents. Leaders were provided with specific training on how to manage and support staff through times of uncertainty and the Pulse Group, amongst other tools, provided a platform for staff to feedback into the programme.

The Outline Business Case estimated that ten members of staff would be made redundant through the lifetime of the Watford 2020 programme. At that time, it was made clear that this was only an estimate based on the work of the high level design; the ambition was to make the council as efficient as possible, but which posts would be impacted was subject to the detailed design work.

Following this work, 14 posts were deleted from the establishment resulting in nine redundancies. This included two Heads of Service. However, seven new posts were created in areas where the detailed designs identified a gap was in place and eight posts were changed with existing staff being promoted into slightly different positions. Where possible and in line with the council's existing policies, any new posts were available for 'at risk' staff.

In the context of the savings made and the 213 staff employed by the council, a net reduction of seven posts is relatively minor but had an obvious impact on those staff members affected and their teams.

## 7. Investment Analysis

A detailed analysis of the investment and financial benefits achieved is detailed below.

### 7.1 Financial Benefit

The Watford 2020 programme was tasked with achieving £1m worth of savings from the council's baseline revenue budget by the 2020/21 financial year. Following the conclusion of the programme, it has been confirmed that the final financial saving for 2020/21 is £886,308, increasing to £1,047,775 in 2021/22. Savings were removed from budgets either as and when they had been identified or when agreed activity had taken place which has allowed the benefit to be realised.

The total financial benefit is shown below. It should be noted that for 2018/19 and 2019/20, any savings removed from budgets were used to fund the programme. However, from 2020/21, these savings will be posted against the £1m removed from the baseline revenue budget of the council:

Financial Year	Savings Income /	New Costs	Total Financial Benefit Realised	Expected Financial Benefit (Outline Business Case)
2018/19	£122,882	(£3,250)	£119,632	£19,000
2019/20	£585,969	(£262,300)	£323,649	£502,000
2020/21	£1,171,608	(£285,300)	£886,308	£1,030,000

Financial Year	Savings Income /	New Costs	Total Financial Benefit Realised	Expected Financial Benefit (Outline Business Case)
2021/22	£1,333,073	(£285,300)	£1,047,773	£1,174,000
2022/23	£1,331,866	(£285,300)	£1,046,566	£1,209,000

As shown above, the total savings for 2020/21 exceeded the Outline Business Case figures. However, additional ongoing expenditure of £285,300 has resulted in a final figure of £886,308 (just over £110,000 off the £1m target for this financial year). The total impact of Covid-19 on the Watford 2020 savings, equates to £116,733.

However, the figure will increase over the next 2 years, partly due to increased savings for external print and post and the Corporate Asset Management delivery model, as per the Outline Business Case. The uplift also reflects additional staff savings over the next two years. This is because staffing costs, prior to the removal of posts, had been profiled across a number of years with assumed increases in cost, such as pay rises and NI contributions programmed in. The result is gradually increasing staff savings over the 2021/22. This reduces slightly in 2022/23 as one removed post in Development Management had not been financially profiled from 2022/23 onwards.

The budget pressure created by the inclusion of the Watford 2020 Outline Business Case figures into the MTFs are summarised below:

Financial Year	Total Financial Benefit Realised	Expected Financial Benefit (Outline Business Case)	Variance
2020/21	£886,308	£1,030,000	£143,692
2021/22	£1,047,773	£1,174,000	£126,227
2022/23	£1,046,566	£1,209,000	£162,434

## 7.2 Expenditure

The approval of the Outline Business Case provided a total programme budget of £1.92m across the life of the programme (financial years 2018/19 and 2019/20). These projected costs were identified within the Outline Business Case, as per the below.

<b>Transformation costs (£,000)</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
Resource - 2020	785	669	<b>1,454</b>
Resource - backfill	32	8	<b>40</b>
IT software	164	46	<b>210</b>
HR - redundancy / pension strain	101	101	<b>203</b>
Communications & marketing	2	3	<b>5</b>
Legal	2	1	<b>3</b>
Training	3	3	<b>6</b>
<b>Total</b>	<b>1,088</b>	<b>832</b>	<b>1,920</b>
Existing budgets	-556	0	<b>-556</b>
<b>Additional one-off budget needed</b>	<b>532</b>	<b>832</b>	<b>1,364</b>

These costs were identified through the High Level Design work undertaken as part of tranche 1 of the programme. The most significant spend was expected to be on resource to deliver the programme and this proved to be the case. Given that some services struggled with capacity throughout the programme, it would have been impossible to deliver the programme at all if additional programme and project resource had not been sought.

The final Watford 2020 expenditure was £1,875,403, just under the £1.92m budget. However, it should also be noted that this was only made possible because of the agreement of the Watford 2020 Finance Sub-Committee and Watford 2020 Programme Board to fund a proportion of final redundancy costs from 2019/20 council underspend. The assumed budget of £203,000 for any redundancy and pension strain costs resulting from the programme was a best estimate at the time and always carried an element of risk. As detailed in the Financial Update report in February 2020, this risk was realised through a significant increase in pension strain costs relating to redundancy of two posts, due to a recalculation by Hertfordshire County Council and the pension providers.

There was additional expenditure supported by the programme but not originally included in the Outline Business Case. This included year 1 of the leadership development programme, the commercial advisor contract and additional consultancy relating to service IT systems.

### **7.3 Analysis and Lessons Learnt**

Overall, the Watford 2020 programme has represented good value for money. Remaining within budget in terms of delivery, a significant reduction in baseline revenue has been achieved whilst improving services for customers. Whilst the £1m savings target for 2020/21 has been missed, it remains the ambition for future years where this has largely already been removed from service budgets. It should be noted that the Outline Business Case was always intended to be an overview of where potential financial benefit could be achieved; each benefit was subject to the detailed design process and a subsequent Full Business Case which confirmed whether the OBC benefits remained valid.

## 8. Outstanding Tasks

Task	Project	Target Completion Date	BAU Responsibility
Arrange a procurement framework for photography and film services	Communications and Engagement	TBC, subject to Legal capacity. Focus currently on Legal project.	Communications and Engagement Manager / Interim Head of Legal
Modern.Gov extranet report sign-off functionality	Online Report Sign Off	October 2020	Democratic Services Manager
Review of Legal delivery model	Legal	May 2021 (for appointment)	Group Head of Democracy and Governance
Build, testing and implementation of Community Protection processes within the Firmstep platform	Front Office	Ongoing but completion subject to Covid-19 priorities	Head of Customer Experience / Head of Community Protection
Building, testing and implementation of remaining waste and recycling processes within the Firmstep platform (including assisted collections, replacement bins and clinical waste)	Front Office	December 2020	Head of Customer Experience / Head of Leisure and Environment
Building, testing and implementation of processes relating to legal work requests, data protection impact assessments, garage applications and elections support	Front Office	January 2021	Head of Customer Experience
Mobile devices for Planners, Planning Enforcement Officers and Building Surveyors	Development Management	Subject to solutions document which has recently been drafted. Loan devices are scheduled to be tested by the service in December 2020.	Head of ICT / Head of Development Management

Task	Project	Target Completion Date	BAU Responsibility
Implementation of Economic Development detailed design	Economic Development	Picked up through the Business and Economy work stream of the Renewal Plan	Group Head of Place Shaping
Ongoing participation of the business support teams meeting	Business Support	On going	Executive Head of Strategy and Communications
Commercial business case evaluation	Commercialisation	November 2020	Commercial Income and Investment Board (Chaired by Managing Director)

## 9. Residual Risk Analysis

Programme risks were managed through the Watford 2020 programme and were reviewed on a monthly basis by the Watford 2020 Programme Board. Each constituent project also had its own specific risk register managed by the Project Manager and monitored by the designated Project Board.

The majority of risks have now closed following the conclusion of the programme. However, detailed below are risks that remain and the BAU Owner.

Risk	Status	Action	BAU Ownership
Firmstep processes with multiple integrations are not adequately supported in the Business as Usual environment	Open	Watford 2020 programme created a permanent Digital Development Manager role and provided additional budget for Firmstep consultancy support	Head of Customer Experience
Changes to web content do not align with the content principles introduced through Watford 2020	Open	Additional resource for Digital Development Team to manage web content and ensure ongoing alignment of principles	Head of Customer Experience
Outstanding tasks (outlined in section 6 of this report) are not completed	Open	Outstanding tasks clearly detailed and accepted through the approval of this report. BAU owners identified. To be monitored through EP MO Assurance Group	Multiple – identified in Section 8 of this report

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## 10. Conclusion

Watford 2020 was the first time that the council had attempted an organisational wide transformation programme and demonstrated that it could be achieved. Whilst there were challenges in delivering the net financial savings, the revenue budget of the council was reduced in 2020/21 by almost £900,000, increasing to more than £1m from 2021/22 onwards. Viewed in the context of an organisation with a revenue budget of £15m, that is a significant achievement. However, the programme's approach to ensuring a sustainable organisation meant that there was also investment in services when it was needed.

There was good political engagement throughout the programme and significant effort was put into ensuring that the programme was as transparent as possible with both Members and Staff. Whilst the length of the programme meant that momentum was a challenge and hindered the ability to progress some of the more radical changes, the programme has delivered a marked change in the way that the organisation operates, demonstrated clearly by the council's ability to react so quickly to the Covid-19 pandemic.

The programme objectives were largely achieved and, in line with a programme of this nature, whilst some benefits have been realised others will be quantified and tracked over the coming years as the changes introduced by the programme are embedded.

The council is a changed organisation as a result of the Watford 2020 programme. With flexible working, significantly improved IT systems, more choices for our customers and financial efficiencies across the council, the programme has had a tangible impact and laid many of the foundations which will enable the council to build upon in delivering our ambitious new Council Plan in the coming months and years. This document details the recommendations for future programmes and projects and, as an organisation that is continually seeking to improve, it is important that the council acknowledges where things could be undertaken differently in the future. The recommendations outlined within this report will be retained in the council's corporate lessons log, maintained by the Enterprise Programme Management Office, to ensure that the organisation is able to benefit from these findings in the future.

# Agenda Item 7

Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 18 January 2021

**Report author:** Interim Head of Planning and Building Control

**Title:** Proposed Permitted Development Rights – Consultation Response

## 1.0 Summary

1.1 On the 3 December 2020, the Government published a public consultation on ‘Supporting housing delivery and public service infrastructure’. This included proposals to introduce further permitted development rights to allow changes of use from a wide range of commercial, business and service uses to residential use without planning permission. The proposals are being consulted upon until 28 January 2020.

1.2 This report seeks approval from Cabinet to issue the draft response set out in Appendix A to the consultation proposals.

## 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)
The proposed reforms are implemented as planned	Negative impact on the town centre, employment areas and local economy	Issue robust response to the consultation	treat	3x3 = 9

## 3.0 Recommendations

3.1 That Cabinet approve the draft consultation response, set out in Appendix A, for issue to the Secretary of State

3.2 That Cabinet delegates authority to the Portfolio Holder for Regeneration and Development to approve any minor amendments that may be required

**Further information:**

Ben Martin

ben.martin@watford.gov.uk

**Report approved by:** Tom Dobrashian, Group Head of Place

**4.0 Detailed proposal**

- 4.1 In August 2020, the Government published the 'Planning for the Future' White Paper which set out their intention to undertake the most radical reform of the current planning system since it was first created in 1947. The White Paper set out, for consultation, a number of significant recommendations for reform which the Government intend to progress over the longer term. However, alongside these longer term reforms the Government are also working on a number of shorter term measures as a precursor to the expected wider reforms of the planning system.
- 4.2 In September 2020 the Government implemented substantial reforms to the Town and Country Planning (Use Classes) Order 1987, as amended (the 'UCO'). In England, the UCO is a legislative tool which seeks to define, and sometimes group together, similar types of uses into Use Classes. Changes of use within the same Use Class are not considered to be development and do not require planning permission. Changes of use between different Use Classes require planning permission unless they are permitted by other legislation, often referred to as permitted development rights. The reforms implemented by the Government involved bringing together a wide range of commercial, business and service uses from separate Use Classes into a single Use Class, Class E. Class E now encompasses retail, restaurants, offices, nurseries, healthcare, light industrial and other commercial uses meaning that changing between these uses was no longer considered development for planning purposes.
- 4.3 Permitted Development Rights (PDR) are set nationally in the Town and Country Planning (General Permitted Development) Order 1995, as amended (the 'GPDO') and have the effect of granting planning permission, often conditionally, for prescribed types of development without the need for a specific planning application. Historically, PDR were often used to permit small scale or minor development and changes of use but in recent years have been reformed to permit more substantial forms of development include the redevelopment of vacant buildings or upwards extensions to provide new homes. Permitted development rights to create new homes are normally subject to a condition that prior to construction an application for the prior approval of the council must first be submitted and approved. The GPDO specify the matters which the council can consider in determining whether to issue or refuse prior approval.
- 4.4 Where an local authority considers that there is a clear justification that a particular PDR would cause specific harm to local amenity or the proper planning of its area it

can seek to introduce an Article 4 Direction (A4D) which has the effect of removing that PDR, often over a specified area, so that a planning application is required for the specified form of development. Watford have a number of existing A4D in place, in Conservation Areas but also in some employment areas to remove the existing PDR that permit a change of use from offices to residential.

- 4.5 The GPDO has not yet been amended to reflect the reforms to the UCO and therefore does not yet refer to Class E. This creates a disconnect with the existing PDR in the GPDO relating to change of use. To temporarily address this, transitional arrangements have been put in place until 31 July 2021 to continue to enact PDR as if the Use Classes Order had not been amended.
- 4.6 On 3 December 2020, the government published proposals for consultation which included updates to the GPDO to take account of reforms to the UCO and the introduction of Class E. However, these reforms do not simply seek to transfer across existing PDR but also introduce a new PDR which would permit changes of use from all Class E uses to residential.
- 4.7 Existing PDR already allow some specific commercial, business and service uses now within Class E, such as retail and offices, to change use to residential but under the current proposals there are some very noticeable differences.
- 4.8 Firstly, the Government do not propose to introduce a size limit to the use of this new PDR. Under current PDR some changes of use are subject to size limitations, such as retail to residential which only applies up to 150sqm of floorspace.
- 4.9 Secondly, under the matters for prior approval the Government are not proposing to allow the council to have consideration for local land use or policy designations. For example, currently the PDR that allow change of use from retail to residential allow the council to consider whether the property is in a key shopping area and the impact on that shopping area. This allowed the council to resist inappropriate changes of use where they may be considered to harm the vitality or viability of the town centre.
- 4.10 The proposals, should they be carried forward in their current form, would have two main implications for Watford.
- 4.11 Firstly, the proposed PDR could see the unplanned introduction of residential uses into the town centre. The new Local Plan is broadly supportive of introducing more high quality residential accommodation into the town centre but primarily away from or above the main High Street frontage and other key shopping frontages. Residential values are typically much higher than retail values which could place further pressures on retail rents but also see landlords moving on retail occupiers to make way for residential uses. The proposed reforms could result in a reduction of available retail space in the most attractive or accessible locations or a more

fragmented High Street where residential and other town centre uses are inter-dispersed at ground floor level, creating areas of inactive frontage.

- 4.12 Secondly, unless further transitional arrangements are put in place, Watford's existing A4D which remove PDR that permit office to residential conversions may no longer have effect as they refer to the former office Use Class B1a which no longer exists. This could see important employment areas such as Clarendon Road come under huge pressure from developers seeking to replace offices with residential development. Clearly, the future of the office market post-Covid is uncertain but this could potentially have a significantly negative impact on the employment offer and the economy of the town.
- 4.13 There are also potentially a number of other local impacts as a result of the proposed PDR. These include the availability of shops and services, childcare and healthcare facilities locally which could in turn increase the need for residents to travel further to access amenities and services, resulting in more congestion on the road network.
- 4.14 The draft response at Appendix A seeks to draw together and articulate the councils views on the proposed PDR, addressing the concerns set out in this report and other issues that it may cause in terms of the proper planning of the town.

## 5.0 **Implications**

### 5.1 **Financial**

- 5.1.1 The Shared Director of Finance comments that there are no financial implications arising at this stage.

### 5.2 **Legal Issues (Monitoring Officer)**

- 5.2.1 The Group Head of Democracy and Governance comments that the legal implications are contained within this report. If the proposals are enacted as is, it is likely that existing Article 4 Directions the council has in place removing PD rights for conversion from office to residential will no longer be valid and the council will need to consider whether to issue new Article 4 Directions. Depending on whether they are to be implemented immediately or not could raise the prospect of potential compensation claims from land owners. With an immediate Direction should the land owner subsequently be refused planning permission for the conversion within the first 12 months of the life of an immediate Direction where they would otherwise have been able to rely on PD approval they are able to claim compensation from the refusing local planning authority.

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

5.3.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

The public consultation is being undertaken by the Ministry of Housing, Community and Local Government (MHCLG). MHCLG will be required to prepare a Public Sector Equality Duty Assessment and an impact assessment reflecting the detail of any changes arising as a result of the consultation to be made prior to any secondary legislation being laid.

Having had regard to the council's obligations under s149, it is considered that in responding to the public consultation there are no equalities implications for the Council to consider.

### 5.4 **Staffing**

5.4.1 There are no staffing implications associated with responding to the consultation.

### 5.5 **Accommodation**

5.5.1 There are no staffing implications associated with responding to the consultation.

### 5.6 **Community Safety/Crime and Disorder**

5.6.1 There are no community safety/crime and disorder implications associated with responding to the consultation.

### 5.7 **Sustainability**

5.7.1 There are no direct sustainability implications associated with responding to the consultation. However, the response to the consultation is intended to support the sustainable development of Watford in the future.

## **Appendices**

- Appendix A – Draft Consultation Response (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.

- Supporting housing delivery and public sector infrastructure, MHCLG, 3 December 2020



**WATFORD  
BOROUGH  
COUNCIL**

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Public Service and Permitted Development  
Consultation,  
Ministry of Housing, Communities and Local  
Government,  
Planning Directorate,  
3rd Floor North East, Fry Building  
2 Marsham Street  
London  
SW1P 4DF

XX January 2021

Dear Secretary of State,

**‘Supporting housing delivery and public service infrastructure’ consultation response**

I write on behalf of Watford Borough Council in response to the government’s recent consultation on supporting housing delivery and public service infrastructure, published on 3 December 2020. Our response is focussed on the first part of the consultation which relates to proposals to introduce new permitted development rights to allow change of use from commercial, business and service uses to residential.

Watford Borough Council is located at the heart of South-west Hertfordshire, bound by Three Rivers District Council, Dacorum Borough Council, St Albans District Council and Hertsmere Borough Council. Unusually for Hertfordshire, Watford is predominantly brownfield. Our town centre is by far the largest in the sub-region, hosting the Watford Intu Centre. The town centre provides an important retail and leisure destination for both local residents and visitors from across South-west Hertfordshire and beyond. The economic importance of Watford to the sub-region is also underpinned by its employment offer and we have several large employment areas, particularly around Watford Junction. We are proud to host headquarter office buildings for a number of successful multi-national businesses alongside local SME’s. These businesses provide significant local employment opportunities for residents within Watford and the sub-region.

The global pandemic has placed a significant strain on the local economy in Watford. The town centre has suffered in particular, where shops, bars, restaurants and other service uses have been forced to close or restrict their activities. The need to work from home has reduced the number of workers coming in to Watford’s employment areas and the town centre, reducing footfall and placing a further strain on local businesses. However, despite the current challenges the Council have been working hard to support local businesses to ensure that the town centre is well placed to recover when the pressures created by the pandemic begin to ease.



With that in mind we are raising significant concern regarding the nature and timing of the proposal to introduce wide ranging permitted development rights to allow the change of use of important town centre and employment uses to residential. The council support the introduction of new homes within the town centre, and consider that the additional footfall that it would bring to be a key component of ensuring the long term future of the town. Watford's emerging Local Plan sets out a clear growth strategy which will introduce significantly more homes into the town centre alongside mixed-use development to create sustainable communities. We believe this needs to be achieved through the planning system, in a planned and co-ordinated manner, to achieve the right balance which will deliver both a successful destination for retail and leisure alongside a great place for future residents to live. It is considered that these proposals could result in less and more limited choice of homes being provided by conversion compared to that of more comprehensive redevelopment at a higher density delivering high quality homes alongside other uses. In addition, no developer contributions, including much needed affordable housing, will be secured through residential conversions. The proposals risk creating dormitory towns, lacking in local shops, facilities and services, which would result in an increased need for longer journeys which would be contrary to the objectives of sustainable development.

In our view, the proposed permitted development rights would only serve to place additional pressure on local businesses as they look to recover from the impact of the pandemic as businesses are moved on by landlords seeking to profit from higher residential values. This would also create a reduction in the availability of suitable and attractive commercial premises, particularly in places such as Watford where vacancies are low, and will inevitably result in rent rises for local businesses. Watford needs more childcare and healthcare facilities to support the new homes planned within the emerging Local Plan, and again, given the high land values generated by residential development it is likely that existing childcare and health facilities could be lost to residential conversions exacerbating this issue. We would strongly encourage the Government to rethink these proposals and consider more appropriate ways to sensitively introduce residential uses into our town centre, perhaps through national policy and guidance.

However, should the Government decide to proceed with these proposals, we feel that any prior approval regime should be more in line with the current permitted development rights that already exist for specific uses before they were amalgamated into Class E. Appropriate size limits should be introduced to allow local authorities and local people to have a proper say, through a planning application, for any proposals affecting our most important anchor retail, business and service uses. These will be substantial proposals, with long term impacts, and it would not be democratic to allow these to proceed without proper consideration and scrutiny at the local level.

Similarly, we believe that the proposed matters for prior approval at paragraph 21 of the consultation should be expanded to better reflect the potential impact of the proposed permitted development right on town centres and employment areas by allowing the local authority to consider the specific impact of proposals on the vitality and viability of any designated shopping or employment areas. It is considered that should these proposals proceed they should be more proportionate in their reach and not applicable to major or sub-regional centres.

Prior approval matters must also be sufficient to ensure good quality homes and whilst we note, and welcome, the reference to natural light to habitable rooms, we note that paragraph 21 does not refer to compliance to Nationally Described Space Standards. In line with the recent change to other permitted development rights we believe this is an important matter for consideration in order to ensure high quality homes for our residents.

We would also ask the Government to introduce appropriate transitional arrangements into any regulations to enable existing Article 4 Directions, relating to permitted development rights affecting those uses now amalgamated into Class E, to continue to have effect. Given the sub-regional importance of Watford's employment areas the council have a small number of confirmed Article 4 Directions in place which ensure that planning permission is required for any proposed change of use from employment to residential use. The council do not feel it would be fair to have to repeat this process having only received confirmation from the Secretary of State that they have no objection to the latest of those Directions on 7 May 2020.

Finally, if these permitted development rights are to be implemented then there must be a fee attached to the prior approval and this should be more in line with current fees for new dwellings created through planning permission. In practice, processing a prior approval application of the nature proposed will take up similar resources to that required to process a full planning application. By introducing a significantly reduced fee of £96 per dwelling, especially if this is capped at 50 units with no size limit to the application proposed, then local authorities will in effect end up subsidising developers by processing applications at a significant loss. This goes against the intent of proposal 23 within the Planning for the Future White paper, where the Government set their intention to reduce the impact of the planning system on the public purse.

I do hope our response to the consultation is of use and please do not hesitate to contact me should you require any further information.

Yours sincerely,

Watford Borough Council

Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 18 January 2021

**Report author:** Section Head - Financial Planning & Analysis

**Title:** Financial Planning

## 1.0 Summary

1.1 The purpose of this report is to enable the Cabinet to consider service level expenditure, funding and council tax levels for the medium term 2021/22 to 2023/24, including the use of reserves. This budget is a component part of the 2020/21 Council Tax calculations.

1.2 The report sets out:

- the revenue budgets for the period 2021-24 and a revised budget for 2020/21
- the capital programme for the period 2020-24
- the Council's income charging policy (including the individual Service fees and charges)
- the Capital Strategy 2021/22

all of which are subject to Council approval.

1.3 The Cabinet is recommended to agree the Council Tax Base to apply for 2021/22.

1.4 The report includes advice from the Director of Finance on the adequacy of general reserves and balances in the context of the three year planning horizon 2021/22.

## 2.0 Risks

2.1

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating <i>(combination of severity and likelihood)</i>
That Cabinet does not agree the council tax base before the statutory date	The Council tax charge is not set	Revert to prior year's tax base	Treat	1
That Cabinet does not recommend revenue and capital estimates for 2020/21 to Council	The Council does not legally set a budget	Revert to previous MTFS	Treat	1
That the Council will exceed its borrowing parameters	Breach of Treasury Management Policy (TMP)	Revision of TMP Prudential indicators	Treat	1
That the Council will be unable to service its annual borrowing costs	Budget Pressure	Provision in MTFS for anticipated borrowing	Tolerate	1

Investment with a counterparty that subsequently defaults	Recovery of principal will take longer	Invest in accordance with TMP	Tolerate	2
That the estimates used in the preparation of the report will not be sufficiently accurate.	Budget not correct	Mitigate through in year budget monitoring . Reset Budget at period 8	Treat	3
That the Council will not have adequate reserves to manage emerging risks.	Reserves diminish	General fund balance is £2M	Treat	3

### 3.0 Recommendations

#### That Cabinet:

- 3.1 Delegates to the Director of Finance and Portfolio Holder the ability to amend the budget figures in accordance with decisions taken at the Cabinet meeting, Council on 18 January 2021 and any minor variations that may occur before the Council meeting.

#### Recommends to Council that:

- 3.2 Resolves in accordance with the *Local Authorities (Calculation of Tax Base) Regulations 1992*, the amount calculated by Watford Borough Council as its Council Tax Base for the year 2021/22 is **32,786.1** as outlined in the report.
- 3.3 Approves the continuation of the Local Council Tax Reduction Scheme for 2021/22.
- 3.4 Approves the budget (**Attachment 1**) as laid out in the report, including:
- the budget for 2021/22
  - the Capital Investment Programme 2020-24
- 3.5 Approves the schedule of fees and charges & income charging policy (**Attachment 2**)
- 3.6 Approves the Capital Strategy for 2021/22, amended as necessary for the decisions of Council on 18 January 2021, and delegates to the Director of Finance and Portfolio Holder Resources responsibility for agreeing and maintaining the Treasury Management policy. (**Attachment 3**)
- 3.7 Agrees to increase the annual Council Tax for a Band D property 2021/22 by 1.7%. This will apply to all other bands.
- 3.8 Notes the key risks identified and approves their proposed mitigations.
- 3.9 Notes the advice provided by the Director of Finance on the robustness of estimates and the adequacy of reserves.
- 3.10 Notes the indicative budgets for 2022/23 and 2023/24.

#### Further information:

Alison Scott  
alison.scott@watford.gov.uk

**Report approved by:** Alison Scott – Interim Director of Finance

#### **4.0 Consultation**

4.1 The Finance Scrutiny Committee have been fully engaged throughout this process and feedback from its meeting will be circulated prior to the Cabinet meeting.

4.2 As part of the statutory consultation with business ratepayers, copies of this report have been sent to the Watford Business Improvement District, the Watford Chamber of Commerce and the borough's Local Strategic Partnership-One Watford. Any feedback will be reported at the meeting.

#### **5.0 Implications**

##### **5.1 Financial**

5.1.1 These are covered within the report.

##### **5.2 Legal Issues**

5.2.1 In the Constitution it is Council who is required to set the budget, which includes the Council Tax Base and setting the level of Council Tax. Cabinet therefore must forward its recommendations on the budget to Council. The Constitution also requires that any recommendation from Cabinet to Council regarding the budget must be submitted before the 8 February in the preceding financial year to enable the Mayor to have the opportunity to call in any decision of Council on the budget. The Council must set its 2021/22 budget by 11 March 2021. The Local Council Tax Reduction Scheme has to be approved by Council by 31 January each year for the next financial year.

5.2.2 It is a statutory requirement that the Capital Strategy and the Treasury Management Policy are reviewed annually. The report meets the requirement of CIPFA's Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities and complies with the Local Government Act 2003.

5.2.3 It is a statutory requirement that the Chief Financial Officers provides a report under Section 25 of the Local Government Act 2003 on the robustness of estimates used in the budget and the sufficiency of the Council's reserves. This is included in the report.

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

5.3.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them

- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

5.3.2 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.

5.3.3 This report provides an over view of Budget proposals and equalities issues will need to be specifically considered before any changes to existing service levels are introduced.

#### 5.4 **Staffing**

5.4.1 There are no staffing implications arising from this report.

#### 5.5 **Accommodation**

5.5.1 There are no accommodation implications arising from this report.

#### 5.6 **Community Safety/Crime and Disorder**

5.6.1 There are no community safety/crime and disorder implications arising from this report.

#### 5.7 **Sustainability**

5.7.1 There are no sustainability implications arising from this report.

**Attachments:**

1. Budget Setting report
- 2 & 2a. Income Charging Policy (including the fees & charges schedule)
3. Capital Strategy (including the Treasury Management policy)

#### **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.

Financial Planning (MTFS 2019/20-2021/22) Council 29 January 2020  
Financial Outturn 2020/21 (June 2020)  
Finance Digest 2020/21 (Q1, Q2 & Period 8)

# BUDGET SETTING

2021/22 to 2023/24

## Medium Term Financial Strategy



Watford Borough Council · TOWN HALL · WATFORD, HERTS WD17 3EX

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## **Executive Summary**

The Medium Term Financial Strategy (MTFS) provides Members with information on the overall financial position of the Council over the next three years, and brings together the previous budget set by Council in January 2020, the budget monitoring activities carried out during the current year and the latest developments in funding, legislation and service delivery. The strategy also dovetails with the Council revising the 2020/21 budget and sets the budget for financial year 2021/22 and shows indicative budgets for the following two years.

Regular budget monitoring reports are presented to both the Council's Leadership Board and Finance Scrutiny Committee throughout the year. The latest budget monitoring report (Finance Digest) is available as at the end of November (Period 8).

Each year the Council is required to set a realistic, achievable in-year budget for the forthcoming year and indicative budgets for the following two years. With the removal of revenue support grant funding Group/Executive Heads of Service have been encouraged to remain within budgets, find efficiency savings, achieve additional income and minimise service growth in order to continue to provide value for money services to the public.

Table 1 (on the next page) shows the impact on this 'budget gap' over a three year period, 2021/22 to 2023/24, based on the current understanding of likely financial impacts and the longer term major projects.

The table highlights that the key impact on the MTFS over the three year period has been the loss of taxation income as a result of the Covid-19 pandemic, through reduction in the Council Tax base due to an increase in Council Tax reliefs and the impact on the collection fund of the shortfall in income in 2020/21, and holding the Council Tax increase to inflation. The Council Tax changes are offset by Local Council Tax Support Grant of £0.188M. Overall, after taking onto account the reduction in taxation resources, there is a gap of £0.477M.

**Table 1 Budget Gap**

Revenue Account	MTFS				
	2020/21	2021/22	2022/23	2023/24	Total Gap over MTFS 3 Years
	£000	£000	£000	£000	£000
<b>Gap in MTFS at 1 April (approved in January 2020)</b>	659	477	(52)	(52)	373
<u>In year changes</u>					
Service changes through budget monitoring	1,132	(89)	(89)	(89)	(267)
Demand Responsive Transport	(552)	552	0	0	552
Borrowing costs	(386)	(350)	(350)	(350)	(1,050)
<b>Other Changes</b>					
Changes to Business Rates on Council Property		(71)	(78)	(70)	(219)
Changes to Fees & Charges		(33)	(33)	(33)	(100)
Changes to Staff Costs		48	(180)	(126)	(257)
Changes from Shared Services		(59)	(137)	(128)	(324)
Watford 2020	0	234	339	339	912
Realignment of Budgets		4	(120)	(120)	(236)
<b>Net changes</b>	194	236	(648)	(577)	(988)
Additional COVID19 Grant	0	(471)	0	0	(471)
<b>Revised gap</b>	<b>853</b>	<b>242</b>	<b>(700)</b>	<b>(629)</b>	<b>(1,086)</b>
<b>Funding Changes</b>					
New Homes Bonus	0	97	0	0	97
Council tax Surplus/deficit	0	250	250	250	750
Council tax	0	126	329	344	799
Additional Government Funding	0	(122)	(122)	(122)	(366)
<b>Sub Total</b>	<b>0</b>	<b>351</b>	<b>457</b>	<b>472</b>	<b>1,280</b>
<b>Change to planned use of reserves</b>	<b>(765)</b>	<b>(81)</b>	<b>728</b>	<b>(364)</b>	<b>283</b>
<i>Carry Forward (DRT)</i>		(552)	0	0	(552)
<i>Transfer of Covid 19 Funding to Recovery Fund</i>		471			
<b>Revised gap</b>	<b>88</b>	<b>513</b>	<b>485</b>	<b>(521)</b>	<b>477</b>

**Appendix 1 shows the MTFS**

## 1. Revenue

1.1. The gap in the MTFS is shown above. The high level numbers from it and their impact are summarised below.

1.2. Base budget changes. These are adjustments to the base budget through:

- In year changes. These are changes to the base budgets that have been identified and reported in the Finance Digest throughout the 2020/21 financial year. These changes amount to a saving of **£0.194 million**. These are shown at **Appendix 2**
- Pay & Salary changes. The net result is a total reduction of **£0.257 million** over the three year period. This variance includes the impact of the three year public sector pay freeze announced by the Chancellor in the Budget.

1.3. Fees and charges

Each year the Council reviews its fees and charges in conjunction with its agreed income charging policy and adjusts the anticipated income accordingly. The individual fees and charges are listed in the annual budget setting report, variations to projected fees and charges amount to £0.100 million over the MTFS. **Appendix 3** shows a summary of the implications of the 2021/22 fees & charges proposals. The Council's income charging policy is at Attachment 2 with individual charges listed by service area.

1.4. Changes to Business Rates on Council Properties

This relates to the business rates levied on the properties/sites that the Council uses in its provision of its services these are predominantly the Town Hall and car parks. The saving amounts to £0.219 million over the MTFS.

1.5. Changes from Shared Services

The Council shares its human resources, ICT, finance, revenues and benefits services with TRDC under a lead authority model whereby WBC are the lead for ICT and HR and TRDC are the lead for finance and revenues & benefits. The change represents a net saving in the charge to TRDC in respect of staffing costs. This amounts to (£0.324) million over the MTFS.

1.6. Watford 2020

This Watford 2020 transformation programme aimed to make the council customer focused, digitally enabled and commercially minded. The Council approved the Outline Business Case at its meeting on 10 July 2018, and set a recurring savings target of £1.0 million per annum from 2020/21. The Watford 2020 programme delivered savings equivalent to its original target. The transformation programme ended in March 2020. Whilst some elements of the programme had not been fully completed, council resource from March 2020 onwards was focused on providing the council's response to Covid-19. Since then, all outstanding elements have been subsumed into the business as usual or, in some cases such as the review of Legal Service operating model, re-established as new projects.

1.7. Sustainable Transport Schemes

Both the ***Demand Responsive Transport (DRT)*** experienced lower numbers of rides than predicted due to COVID-19 and therefore did not expand the service as projected during

2020/21. As a result £0.552M of the agreed subsidy has been carried forward from 2020/21 to 2021/22, the total subsidy available over the life of the contract is unchanged.

1.8. Borrowing costs

Borrowing costs arise from borrowing associated with the capital programme. Due to delays in the delivery of the capital programme in 2020/21, there is a significant reduction in the amount the Council will need to borrow and as a result there is a £1.05M reduction in borrowing costs.

1.9. Re-alignment of budgets

**Appendix 4** contains detail of the re-alignment budgets to reflect current priorities and pressures offset by matching efficiency savings.

1.10. Covid -19

During 2020/21 a Renewal Fund was established to help Watford recover from the impacts of COVID-19. As at the end of March 2021, the balance on the reserve is forecast to be £0.909M. In addition, the £1.8M the Council received in Additional Support Grant is for the period to the end of March 2022 providing additional flexibility for the Council to respond to the ongoing impact of COVID-19.

1.11. The MTFS as set out takes into account the longer term impact of COVID-19 on the resource base to the extent that these can be forecast at this time. The government has announced further COVID-19 grant funding of £0.471m for 2021/22 and that the income guarantee at 75% of income will continue into the first quarter of 2021/22. At this stage the additional grant funding has been taken into the Recovery Fund.

1.12. Impact of funding changes

The Council receives its income from various sources to fund its revenue expenditure on the services it provides. These are subject to fluctuation. The table below shows the adjustments to the budgets for the funding streams over the MTFS. These adjustments amount to a total reduction in resources of **(£1.280 million)** over the MTFS. It should be noted that the Government has once again postponed implementation of changes to local government funding. The allocations for the New Homes Bonus have been announced and included, which results in a shortfall of £0.097M over the MTFS. As part of the 2021/22 Provisional Settlement the Government announced a new Lower Tier Grant worth £0.122M in 2021/22.

1.13. Due to the impact of COVID-19, the Council has experienced a drop in its council tax base, combined with the impact of holding the Council Tax increase to the level of inflation, this results a drop in forecast resources of £0.987M over the MTFS period, the impact is reduced to £0.799M after taking into account £0.188M of Local Council Tax Support Grant. The impact on the collection fund in 2020/21 is reflected in the removal of the projected £0.250M per annum collection fund surplus forecast in the previous MTFS.

**Table 2 Changes in Funding Against Budget**

Funding Changes	2020/21 £000	2021/22 £001	2022/23 £002	2023/24 £003	Over MTFS 2021-24
New Homes Bonus	0	97	0	0	97
Business rates	0	0	0	0	0
Council tax Surplus/deficit	0	250	250	250	750
Council tax	0	126	329	344	799
Additional Government Funding	0	(122)	(122)	(122)	(366)
<b>Total</b>	<b>0</b>	<b>351</b>	<b>457</b>	<b>472</b>	<b>1,280</b>

1.14. The MTFS shown in Appendix 1 indicates that the total Net Expenditure of the Council in 2021/22 is **£14.151 million**. The Council needs to set a budget that gives an acceptable level of council tax, and is sustainable in the medium term using the balances it has at its disposal.

1.15. The number of properties (known as the Council Tax Base) is calculated by adjusting for banding (so that a total number of Band D properties are known) and the effects of the Local Council Tax Reduction Scheme. The analysis of dwellings in **Appendix 5** for the 2021/22 Council Tax Base results in a figure of **32,786.1** after allowing for the Council Tax Reduction Scheme and a collection rate of 97%.

1.16. The average Band D Council Tax charge for 2021/22 will be **£278.24**. This means that the Council expects to receive **£9.122 million** of Council Tax income in 2021/22.

## 2. Capital Investment Programme

2.1. The Capital Investment Programme relates to the three different types of scheme – business as usual (regular improvements and replacement of key Council assets such as buildings, vehicles and ICT) and existing schemes. Much of the capital expenditure which relates to major projects will be returned to the Council in future years as capital receipts. **Appendix 6** sets out the detail of the base Capital Programme.

**Table 3 MTFS - Capital**

MTFS - Capital	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	Total £000's
Original Capital Programme as Approved at Council (January 2020)	119,738	36,502	16,265	0	172,505
Approved rephasings and budget approvals	4,550	14,771	0	0	19,321
<b>Latest Budget</b>	<b>124,288</b>	<b>51,273</b>	<b>16,265</b>	<b>0</b>	<b>191,826</b>
Changes through budget monitoring to P8	-74,174	32,752	4,500	4,230	-32,692
<b>Forecast</b>	<b>50,114</b>	<b>84,025</b>	<b>20,765</b>	<b>4,230</b>	<b>159,134</b>

### Funding the Capital Investment Programme

2.2. The Council funds its capital programme from its reserves, capital receipts, and any capital grants and contributions. Subject to prudential and affordable limits, the Council may also borrow to support its capital aspirations.

- 2.3. It is anticipated that over time the Capital outlay from projects such as the Watford Riverwell and Property Investment Board will be recouped from the receipts received in terms of return of equity investment and the disposal of land and property.
- 2.4. Where the Council does not have sufficient contributions, receipts, reserves or revenue available to finance long term investment, it may use prudential borrowing to do so. This is subject to the affordability and prudential limits set out at a high level by the Government and in detail by the Council in its strategies. This borrowing may be from external providers, or temporarily internally from cash the Council holds day to day and its own reserves.

**Table 4 Funding the Capital Programme**

FUNDING TYPE	Revised Budget 2020/21 £	Draft Budget 2021/22 £	Draft Budget 2022/23 £	Draft Budget 2023/24 £
Grants & Contributions	2,795	3,750	0	0
Reserves	575	0	0	0
Capital Receipts (PIB & non PIB)	4,685	5,297	6,643	0
Section 106 & CIL Contributions	4,412	0	0	0
Local Enterprise Partnership Loan	0	1,250	0	0
Borrowing (Internal & External)	37,647	73,728	14,122	4,230
<b>TOTAL CAPITAL FUNDING APPLIED</b>	<b>50,114</b>	<b>84,025</b>	<b>20,765</b>	<b>4,230</b>

- 2.5. New Capital schemes are set out in **Appendix 7** and the additional cost of borrowing associated with these schemes is included within the revenue budget.

### 3. Reserves

- 3.1. The Council has set aside specific amounts as reserves for future policy purposes and to cover contingencies. The full schedule of reserves and the anticipated position is attached at **Appendix 8**. The proposed use of reserves for revenue in 2021-24 is as follows:

- £0.600 million - The Council has set aside funds to cover the costs of future pension payments. Some of these funds are to be applied to the additional payments required by the scheme actuary for 2021/22 and 2022/23.
- Where there is a gap remaining, this is expected, for the time being, to be filled from the Economic Impact Reserve.
- The general fund working balance has been maintained at a prudent level of **£2.0 million**.

- 3.2. The MTFS as set out shows that the Economic Impact Reserve reduces significantly by the end of the MTFS period. It is recommended that any underspends identified at the end of 2020/21 are used to replenish this reserve.

### 4. Key Risk Areas

- 4.1. The Council's budget is exposed to risks that can potentially impact on service level provision and financial stability. Officers have identified some key risks pertinent to the information and forecasts in this paper. These are:

- **Croxley Park**. The report to Council outlined the risks the Council was taking on as part of

the lease arrangement. There is a substantial cash pot that the Council has received to mitigate risks around rental shortfalls and planned programmed maintenance. The retention of this pot against these risks was taken into account in the Council decision.

- **Rental Income (voids etc.).** With all rental properties, there is risk of the property becoming empty and a void period occurring. The rental incomes work on a 5% void (i.e. 95% occupancy), but if there is a downturn in the economy this may be more. Similarly with a change of tenant there is usually a 'rent-free' incentive period agreed. Rentals have generally held up well during 2020/21 despite Covid-19, however the Council expects its income from Intu to fall in the first half of 2021/22 and this is reflected in the base budget.
- **Development risk (changes in the market).** If the market changes, then some of the development projects may not materialise and offer the benefits envisaged and would also impact adversely on some the Council's partners.

- 4.2. The matrix shows that there is an element of risk in setting the budget, and in particular for undertaking the large scale capital projects. The Council has a risk management framework and strong governance arrangements in place e.g. Property Investment Board, Major Projects Board, Audit Committee and Finance Scrutiny Committee to monitor these risks. Each project will have its own detailed risk matrix and risk management strategy.
- 4.3. The consequences of the key risks are shown at **Appendix 9** together with a risk matrix that shows the likelihood and impact of each consequence if they were to materialise.
- 4.4. The Council is looking to strengthen its budget monitoring arrangements for 2021/22 in order to promote corporate ownership of budgets. In addition to the current arrangements whereby budget monitoring is reviewed in detail by Finance Scrutiny Committee, Budget Monitoring reports will be formally reported to Cabinet.
- 4.5. Under section 25 of the Local Government Act 2003 there is a duty on the Chief Finance Officer to report on the robustness of the estimates and the adequacy of reserves when considering the budget requirement and for Members to have regard to this advice. **The Director of Finance confirms the estimates have been correctly calculated under the assumptions used and that balances and reserves are adequate.**
- 4.6. The General Fund balance is a general reserve providing a working balance to cushion the impact of uneven cash flows, avoid unnecessary temporary borrowing and provide a contingency to meet unexpected events and emergencies.
- 4.7. The external auditors, as part of their wider responsibilities, consider whether the Council has adequate arrangements with regard to balances and reserves. The Council's Director of Finance considers that a prudent minimum balance on the general fund should be £2.0 million.

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Tina Stankley – Interim Head of Finance

**BACKGROUND PAPERS:**  
2020/21 Finance Digests  
Cabinet Reports  
2020-24 Financial Planning Report

<b>APPENDICES:</b>	Appendix 1	Medium Term Financial Strategy 2021 - 24
	Appendix 2	In Year Base budget changes
	Appendix 3	Summary Fees & Charges 2021/22
	Appendix 4	Realignment of Budgets
	Appendix 5	Council Tax base and calculation 2021/22
	Appendix 6	Capital programme 2020-2024
	Appendix 7	New Capital Schemes
	Appendix 8	Reserves and balances
	Appendix 9	Risk Matrix

## Medium Term Financial Strategy (MTFS) 2021-2024

 <b>WATFORD BOROUGH COUNCIL</b> BE BOLD	2020/21 Original	2020/21 Revised	2021/22 Draft	2022/23 Draft	2023/24 Draft
	£000s	£000s At Period 8	£000s	£000s	£000s
Service Transformation	2,313	3,164	2,828	2,788	2,788
Community & Environmental	8,980	11,860	8,462	8,446	8,446
Democracy & Governance	2,063	2,076	2,046	2,075	2,075
Place Shaping & Performance	(4,561)	(3,674)	(5,739)	(6,296)	(6,601)
Corporate Strategy & Comms	1,118	(594)	1,250	1,279	1,158
Human Resources	671	726	625	631	631
Strategic Finance	5,169	5,083	4,446	4,217	4,217
<b>Net cost of services</b>	<b>15,753</b>	<b>18,641</b>	<b>13,919</b>	<b>13,139</b>	<b>12,713</b>
<b>Financial Planning</b>					
Salary Changes (Including Employers Lump Sum)	0	0	48	(180)	(126)
Changes from Shared Services	0	0	(59)	(137)	(128)
Changes to Business Rates on Council Property	0	0	(71)	(78)	(70)
W2020	0	0	234	339	339
In year Monitoring Changes	0	0	(89)	(89)	(89)
Demand Responsive Transport	0	(552)	552	0	0
Net effect of Fees & Charges	0	0	(33)	(33)	(33)
Revised Borrowing costs	0	(386)	(350)	(350)	(350)
Realignment of Budgets			4	(120)	(120)
Covid-19 Funding			(471)		
<b>Sub-Total</b>	<b>0</b>	<b>(938)</b>	<b>(235)</b>	<b>(648)</b>	<b>(576)</b>
<b>Total Net Expenditure</b>	<b>15,753</b>	<b>17,703</b>	<b>13,684</b>	<b>12,491</b>	<b>12,137</b>
<b>Planned Use of Reserves</b>					
Contributions to reserves	157	552	628	1,288	621
Contributions from reserves- Incl W2020 & Carry forward Reserve	(1,517)	(4,432)	(885)	(200)	(200)
<b>Sub-Total</b>	<b>(1,360)</b>	<b>(3,880)</b>	<b>(257)</b>	<b>1,088</b>	<b>421</b>
<b>Funding</b>					
Council Tax (including £188K CTSS funding in 2021/22)	(9,160)	(9,160)	(9,311)	(9,393)	(9,378)
Business Rates	(3,152)	(3,152)	(3,002)	(3,002)	(3,002)
New Homes Bonus	(772)	(772)	(480)	(577)	(577)
(Surplus)/Deficit on collection fund	(250)	(250)	0	0	0
Additional Government Funding	(400)	(400)	(122)	(122)	(122)
<b>Sub-Total</b>	<b>(13,734)</b>	<b>(13,734)</b>	<b>(12,914)</b>	<b>(13,093)</b>	<b>(13,078)</b>
Total Funding & Use of Reserves	(15,094)	(17,614)	(13,171)	(12,005)	(12,657)
<b>Gap</b>	<b>659</b>	<b>88</b>	<b>513</b>	<b>485</b>	<b>(521)</b>
<b>Reserves - opening balances</b>	<b>(19,006)</b>	<b>(19,916)</b>	<b>(16,036)</b>	<b>(15,308)</b>	<b>(16,396)</b>
Planned use of reserves	1,360	3,880	257	(1,088)	(421)
Gap funded from reserves	658	88	513	485	(521)
<b>Reserves - closing balances</b>	<b>16,988</b>	<b>(15,948)</b>	<b>(15,266)</b>	<b>(15,911)</b>	<b>(17,338)</b>
<b>Council Tax Rate Calculation</b>					
Council tax base	33,480.0	33,480.0	32,786.1	33,095.7	32,394.5
Council tax charge for band D	£ 273.59	£ 273.59	£ 278.24	£ 283.80	£ 289.48
£	9159.79	9159.79	9122.40	9392.71	9377.59

**In Year Base Budget Changes**

Service Area	Description	Details of Variances	£
Service Transformation	Customer service Centre	Employee costs efficiency line to be removed. Salary budget set as per new establishment	40,000
		Software maintenance budget not required for 2020/21	(39,250)
		Employee cost savings	(21,000)
	Service Transformation	Additional income from street name & numbering	(10,000)
		Saving on Agency costs	(35,790)
	ICT	Increase costs to support on line meetings / new ways of working	20,000
		Employee costs efficiency line to be removed. Salary budget set as per new establishment	125,390
	Town Hall & Council Suites	Expected rental income loss from letting the Annex difficult due to COVID19.	80,000
	Digital Service Improvements	Saving on Professional consultancy fees	(15,000)
		Making services digital, funded by the PMB project	40,000
	Watford2020	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(163,128)
		As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	668,579
		Service savings identified previously as part of Watford2020 project, removed from base budget during budget setting 20/21	121,269
Garages and Parking Spaces	Net change from increased maintenance / loss of income	67,381	
	Insurance costs have been centralised, budgets transferred to Strategic Finance	(41,350)	
	Other Variances	(25,842)	
		<b>TOTAL</b>	<b>811,259</b>
Community & Environmental	Climate Change	Budget Transfer to fund new projects under Commercial - see below	(50,000)
	Parks & Open Spaces	Cassiobury car parking income target will not be achieved	100,000
	Arts Events & Heritage	Destination events management budget transfer to Corporate Strategy	(120,000)
		Net savings from town centre and art events not taking place in 2020/21	(92,850)
	Sports Development	Savings from all sports related activities cancelled for 2020/21	(40,000)
	Grants	Voluntary Sector review - Funded from the Renewal budget	24,050
	Waste & Recycling	Loss of income from the AFM recycling model - Revised in Period 8	182,704
	Contract Monitoring	The cost of the new Veoila contract due to retendering	288,830
		Additional resource costs on green waste monitoring	35,000
	Watford Museum	Technical Advice, Heritage & Arts Services Integration - PMB funded	25,000
	SLM Contract	Additional support for SLM due to COVID19 of £350,000 and loss of expected income of £721,277	1,071,227
	Environmental Health & Licencing	Expected cost of professional legal fees	220,000
	Parking Service	Loss of income from Controlled Parking Zone areas - COVID19	165,000
Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(101,385)	
	Insurance costs have been centralised, budgets transferred to Strategic Finance	(84,130)	
	Other Variances	32,958	
		<b>TOTAL</b>	<b>1,656,404</b>

Service Area	Description	Details of Variances	£
<b>Democracy &amp; Governance</b>	Neighbourhood Forum	Additional budgets required to complete projects in various wards due to COVID19	10,130
	Legal Services	Additional employee costs	112,631
		Additional consultancy costs	15,000
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against Watford2020 under Service Transformation**	(48,818)
		Insurance costs have been centralised, budgets transferred to Strategic Finance	(15,520)
	Other Variances	29,981	
		<b>TOTAL</b>	<b>103,404</b>
<b>Place Shaping &amp; Performance</b>	Valuations & Estate Group	Employee budgets transferred to Commercial cost centre - see below	(120,000)
	Implementation Team	The parking service has been split into two areas as part of the Watford2020 review. The net increase in costs is to fund projects. This is funded from the CPZ reserve	256,558
	General Property Administration	Increase in rental	(80,000)
	Investments Assets Outsourced	Net Increase in rental income, revised amounts include rent reviews, new occupation of vacant units and back rent on properties as revised in 2020/21	(604,267)
	Transport & Infrastructure	The Sustainable transport Programme budget allocated spans over a period of 3 years, this budget is now correctly being credited to fund future year projects.	(551,907)
	Development Control	Additional income expected from Pre-Application advice	(20,000)
	Building Control	Lower income from inspection fees	45,000
	Land Charges	Decrease in search fee income	40,000
	Policy Team	Income from projects working partners has ended	38,490
	Housing	Saving on property maintenance costs	(32,500)
	Parking	Loss of income from off-street car parks due to COVID19	134,500
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(244,507)
Insurance costs have been centralised, budgets transferred to Strategic Finance		(49,230)	
Other Variances		8,700	
		<b>TOTAL</b>	<b>(1,179,163)</b>
<b>Corporate Strategy &amp; Comms</b>	Commercial	Budget transfer from Climate Change & Valuations & Estate Group to support the Councils commercial agenda	170,000
	Special Emergency - COVID19	Estimated recovery of loss of income due to COVID19 from the Government's income guarantee scheme	(1,250,000)
		Additional Local Authority support grant COVID19 - 3rd tranche of emergency funding	(503,484)
	Economic Development	Budget transfer from Arts, Events & Heritage - Destination Management	70,000
		Project costs to support economic growth / new business initiatives	143,090
	Project Resource	Project Manager costs previously charged to capital projects and additional resource now to be funded from the Renewal budget and PMB	181,918
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(17,127)
Insurance costs have been centralised, budgets transferred to Strategic Finance		(6,010)	
	Other Variances	94,500	
		<b>TOTAL</b>	<b>(1,117,113)</b>

Service Area	Description	Details of Variances	£
Human Resources	HR Shared services	Net cost to Watford for the implementation of the new itrent payroll system and data extraction costs	107,970
		Additional employee costs	36,743
	HR Client	Income from administration work and Firstcare framework	(52,190)
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(45,500)
		Insurance costs have been centralised, budgets transferred to Strategic Finance	(19,280)
		<b>TOTAL</b>	<b>27,743</b>
Strategic Finance	Interest Earned	Reduction due to low market rates offered on short term investments	90,000
	Interest Paid	Revised capital programme reduces the borrowing requirement	(386,000)
	Budget Strategy Items	The pay award for 2020/21 has been approved at 2.75%. The current budgets have 2% factored in. The difference of 0.75% which will be allocated to the various services equates to £83k	82,875
		Brexit grant funding	(52,452)
	Watford 2020 Project	As part of the Watford2020 project, services identified budget savings which are offset against savings target under Service Transformation. The net effect of these changes has no impact on the overall budget **	(48,114)
		Insurance costs have been centralised, budgets transferred to services	205,520
		<b>TOTAL</b>	<b>(108,171)</b>
		<b>GRAND TOTAL</b>	<b>194,363</b>

**Summary Fees & Charges**

Service	(A)	(B)	(C)	(C) - (B)	Comments	
	2020/21 Original Budget £	2021/22 Draft Budget already included in MTFS £	2021/22 Proposed Budget £	Variance Draft to Proposed £		
<b>COMMUNITY &amp; ENVIRONMENTAL</b>						
Parks, Pitches & Woods	(15,150)	(15,150)	(15,600)	(450)	No Significant Changes	
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	(1,420,900)	0		
Cemeteries	(368,500)	(368,500)	(368,500)	0		
Cheslyn	(296,000)	(209,000)	(205,000)	4,000		
SLM	(1,065,877)	(1,065,877)	(1,065,877)	0		
Waste	(354,460)	(504,460)	(504,460)	0		
Specials & Street Cleansing	(51,130)	(51,130)	(51,130)	0		
Arts, Events and Heritage	(25,000)	(25,000)	(25,000)	0		
Licenses	(153,000)	(153,000)	(160,300)	(7,300)		
Other Licenses	(31,870)	(31,870)	(33,470)	(1,600)		
Gaming Licenses	(97,377)	(97,377)	(86,052)	11,325		
Stray Dogs	(2,400)	(2,400)	(1,100)	1,300		
Pests	(38,680)	(38,680)	(39,350)	(670)		
Environmental Abandoned Vehicles	(1,200)	(1,200)	(250)	950		
Environmental Miscellaneous	(51,564)	(51,564)	(52,000)	(436)		
	<b>(3,973,108)</b>	<b>(4,036,108)</b>	<b>(4,028,989)</b>	<b>7,119</b>		
<b>SERVICE TRANSFORMATION</b>						
Customer Services (including Information Unit)	(12,500)	(12,500)	(12,500)	0		
	<b>(12,500)</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>0</b>		
<b>PLACE SHAPING &amp; PERFORMANCE</b>						
Housing	(415,467)	(415,467)	(455,829)	(40,362)		
Parking - Other (incl. Avenue, Longspring & Town H	(231,000)	(231,000)	(231,000)	0		
Building Control	(291,000)	(291,000)	(291,000)	0		
Development Control (including Policy Team)	(785,000)	(785,000)	(785,000)	0		
Land Searches	(120,000)	(120,000)	(120,000)	0		
	<b>(1,842,467)</b>	<b>(1,842,467)</b>	<b>(1,882,829)</b>	<b>(40,362)</b>		
<b>DEMOCRACY &amp; GOVERNANCE</b>						
Elections Unit	(4,000)	(4,000)	(4,000)	0		
	<b>(4,000)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>0</b>		
<b>STRATEGIC FINANCE</b>						
Council Tax (Single Person Discount)	(2,000)	(2,000)	(2,000)	0		
	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>		
Sub Total	<b>(5,834,075)</b>	<b>(5,897,075)</b>	<b>(5,930,318)</b>	<b>(33,243)</b>		
<b>Less : Parking - Controlled Parking</b>	1,420,900	1,420,900	1,420,900	0		
<b>Total</b>	<b>(4,413,175)</b>	<b>(4,476,175)</b>	<b>(4,509,418)</b>	<b>(33,243)</b>		

**Realignment of Budgets**

Service Transformation	Description	2021/22	2022/23	2023/24
Repairs and Maintenance	Reduction in revenue repairs and maintenance budgets across the operational and community property portfolios to reflect forecast expenditure.	-40,000	-40,000	(40,000)
<b>TOTAL</b>		<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>
Community & Environmental	Description	2021/22	2022/23	2023/24
Parks, Heritage & Culture - Tree Management	To allow all tree survey work to be completed and a future programme of works to be planned to maintain and improve this important environmental asset within the borough. This programme will be delivered in partnership with the Veolia tree manager.	25,000	25,000	25,000
Cassiobury Park Hub (HLF) - Car Parking	Reduction in income received from Cassiobury Car Park.	75,000	75,000	75,000
Recycling - Kerbside	As a result of improved waste reduction and recycling performance and falling receipts across Hertfordshire by the waste collection authorities, the amount that Watford receives through the HCC Alternative Financial Model (AFM) is due to decrease.	100,000	100,000	100,000
G.I.S (Geographical Information System)	To maintain our investment in the GIS software as a valuable source of locality based information.	50,000	50,000	50,000
Leisure and Community	Review of property related budgets that are no longer required.	(50,270)	(50,270)	(50,270)
Museum	Reduction in establishment to reflect reduction in hours by current postholder.	(9,398)	(9,398)	(9,398)
Events	Efficiency savings across a number of budget headings with no impact on services.	(43,000)	(43,000)	(43,000)
<b>TOTAL</b>		<b>147,332</b>	<b>147,332</b>	<b>147,332</b>
Democracy & Governance	Description	2021/22	2022/23	2023/24
Democratic Services - Virtual Meetings	Investment in virtual meetings to allow hybrid meetings to take place moving forward. Hybrid meetings provide more flexibility for people to engage in meetings irrespective of their location.	23,660	23,660	23,660
Democratic Services - Elections	Investment in the Registration of Electors to comply with the 2020 Canvass Reform legislation.	54,420	54,420	54,420
Democratic Services - Members Budgets	Increase in members allowances in accordance with the Independent Members' Remuneration Panel's recommendations offset by a small saving in supplies and services budgets.	7,240	7,240	7,240
Democratic Services - Staffing	Reduction in budget to reflect ongoing changes in hours worked by team members	-19,560	-19,560	-19,560
<b>TOTAL</b>		<b>65,760</b>	<b>65,760</b>	<b>65,760</b>

Place Shaping	Description	2021/22	2022/23	2023/24
Building Control - Reduced Workload	Reduction in income as a result of downturn in activity offset by not filling vacancies.	2,222	2,222	2,222
Housing - Property Costs	Efficiency savings in property costs as a result of the investments made in temporary accommodation.	(32,500)	(32,500)	(32,500)
Regeneration and Property - Efficiency Savings	Efficiency savings including deletion of a part time surveyor post as a result of work being transferred into Corporate Asset Management following recruitment to surveyor posts in this area.	(54,390)	(54,390)	(54,390)
Transport - Change in Establishment	Legal/Project Manager function now provided from within the Project Management Office	(65,885)	(65,885)	(65,885)
Planning Policy - Efficiency Savings	Efficiency savings identified within planning policy		(25,000)	(25,000)
<b>TOTAL</b>		<b>(150,553)</b>	<b>(175,553)</b>	<b>(175,553)</b>
Corporate Strategy & Comms	Description	2021/22	2022/23	2023/24
Corporate Strategy and Comms - Staffing Budgets	Balance of post following a reorganisation to reflect additional workloads of employees in post.	(20,000)	(20,000)	(20,000)
Customer Services - Digitisation	Planned reduction in capacity required following increased use of digital services, posts to be covered by temporary staff/staff on fixed term contracts in the interim.		(55,101)	(55,101)
<b>TOTAL</b>		<b>(20,000)</b>	<b>(75,101)</b>	<b>(75,101)</b>
Human Resources	Description	2021/22	2022/23	2023/24
Human Resources	Additional Firstcare income	(15,000)	(15,000)	(15,000)
<b>TOTAL</b>		<b>(15,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>
Strategic Finance	Description	2021/22	2022/23	2023/24
Finance Shared Service	Reduction in a post currently held vacant. Watford Borough Council's share of saving.	(33,000)	(33,000)	(33,000)
<b>TOTAL</b>		<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
Capital Programme	Description	2021/22	2022/23	2023/24
Revenue Cost	Revenue Implications of the proposed changes to the capital programme.	49,745	5,000	5,245
<b>TOTAL</b>		<b>49,745</b>	<b>5,495</b>	<b>5,245</b>
<b>TOTAL</b>		2021/22	2022/23	2023/24
<b>TOTAL</b>		<b>4,284</b>	<b>(120,067)</b>	<b>(120,317)</b>

**Council Tax Base and Calculation 2021/22**

AREA	Watford									
2021/22	PROPERTIES BY BAND									
Description	Band A Disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Dwellings	0.0	529.0	4414.0	14842.0	12904.0	3636.0	2179.0	1908.0	83.0	40495.0
Demolished	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Exemptions	0.0	37.0	107.0	211.0	156.0	41.0	25.0	22.0	1.0	600.0
Long Term Empty Premium	0.0	2.0	10.0	24.0	13.0	5.0	1.0	2.0	0.0	57.0
Disabled Relief (Movement)	3.0	24.0	24.0	-15.0	-19.0	3.0	-14.0	-6.0	0.0	0.0
Disabled Relief	0.0	3.0	27.0	51.0	36.0	17.0	20.0	6.0	0.0	160.0
<b>Chargeable Dwellings (H)</b>	<b>3.0</b>	<b>517.0</b>	<b>4336.0</b>	<b>14628.0</b>	<b>12735.5</b>	<b>3600.5</b>	<b>2140.5</b>	<b>1881.0</b>	<b>82.0</b>	<b>39923.5</b>
Discounts x 25% SPD	0.0	279.0	2370.0	4979.0	3062.0	693.0	337.0	220.0	6.0	11946.0
Discounts x 25%	0.0	4.0	48.0	179.0	131.0	29.0	18.0	14.0	0.0	423.0
Discounts x 50%	0.0	0.0	0.0	2.0	13.0	9.0	3.0	9.0	8.0	44.0
<b>Discount Deduction (Q)</b>	<b>0.0</b>	<b>70.8</b>	<b>604.5</b>	<b>1290.5</b>	<b>804.8</b>	<b>185.0</b>	<b>90.3</b>	<b>63.0</b>	<b>5.5</b>	<b>3114.3</b>
Additions	0.0	4.0	52.0	160.0	8.0	0.0	0.0	2.0	1.0	227.0
Reductions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Adjustments (J)</b>	<b>0.0</b>	<b>4.0</b>	<b>52.0</b>	<b>160.0</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>1.0</b>	<b>227.0</b>
<b>Sub-Total (H-Q+J)</b>	<b>3.0</b>	<b>450.3</b>	<b>3783.5</b>	<b>13497.5</b>	<b>11938.8</b>	<b>3415.5</b>	<b>2050.3</b>	<b>1820.0</b>	<b>77.5</b>	<b>37036.3</b>
Reduction Scheme (Z)	0.0	72.3	911.2	1750.9	1069.6	186.7	47.0	15.9	0.0	4053.5
<b>Net Dwellings ((H-Q+J)-Z)</b>	<b>3.0</b>	<b>378.0</b>	<b>2872.3</b>	<b>11746.6</b>	<b>10869.1</b>	<b>3228.8</b>	<b>2003.3</b>	<b>1804.1</b>	<b>77.5</b>	<b>32982.8</b>
Band Proportion (F)	5.0	6.0	7.0	8.0	9.0	11.0	13.0	15.0	18.0	
Band D Proportion (G)	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	
Band D Equivalentents	1.7	252.0	2234.0	10441.4	10869.1	3946.3	2893.6	3006.8	155.0	33800.1

TAX BASE CALCULATION					
		Total Band D Equivalents		33800.1	
		Collection Rate		97.00%	
		Adjusted Band D		32786.1	
		Contribution in Lieu		0.0	
		Tax Base		<b>32786.1</b>	
			Uplift by		
	<b>2020/21 Band D</b>	<b>273.59</b>	1.0170	<b>278.24</b>	<b>2021/22 Band D</b>
			CTR =	<b>9,122,431.7</b>	
					Total Band D Equivalents 33800.1
					CTRS <b>4053.5</b>
					Tax Base before CTRS <b>37853.5</b>

**Capital Programme 2020 - 2024**

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
<b>SERVICE TRANSFORMATION</b>				
<b>Customer Services</b>				
CSI Project	47,741	0	0	0
<b>ICT Shared Services</b>				
ShS-Migration To The Cloud	66,000	90,000	0	0
ShS-Hardware Replacement Programme	347,247	45,000	45,000	0
<b>ICT Client Services</b>				
ICT-Hardware Replacement Programme	10,298	563,000	200,000	0
ICT-Business Application Upgrade	11,270	360,000	165,000	0
ICT-Project Management Provision	0	235,000	120,000	0
<b>Corporate Asset Management</b>				
Colosseum Refurbishment	672,499	3,146,112	0	0
Community Asset Review	50,000	800,000	600,000	0
Building Investment Programme	730,000	400,000	400,000	0
<b>COMMUNITY &amp; ENVIRONMENTAL</b>				
<b>Waste &amp; Recycling (inc Veolia)</b>				
Replacement Recycling Bins	19,700	0	0	0
Replacement Food Bins & Caddies	133,200	0	0	0
Replacement Domestic Bins	23,346	0	0	0
Veolia Contract Fleet Requirements	1,256,777	1,008,000	0	0
Veolia Capital Improvements	76,350	98,260	100,230	0
Additional Green Waste Bins	19,700	0	0	0
<b>Parks &amp; Open Spaces</b>				
Callowland Allotment Enhancement	8,156	0	0	0
Whippendell Woods SSSI Enhancement	19,647	20,000	0	0
Green Spaces Strategy	286,116	220,000	250,000	0
Cassiobury Park HLF Project	376,853	0	0	0
Oxhey Park North Enhancements	4,500	0	0	0
Oxhey Park North	1,207,386	0	0	0
Tree Planting Programme	15,000	15,000	15,000	0
River Colne Restoration	24,224	0	0	0
Garston Park Improvements	183,132	0	0	0
Oxhey Park North Project Mgmt	43,105	0	0	0
Cassiobury Park Performance Space	0	40,000	0	0
Parks Litter Bin Replacements	0	10,000	10,000	0
Meriden Park Improvements	0	100,000	50,000	0

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
<b>Cemeteries</b>				
Cemetery Reprovision	0	141,000	0	0
North Watford Cemetery Imps	3,624	100,000	0	0
New Cemetery Provision	200,130	527,000	0	0
Vicarage Road Cemetery Feasibility Study	16,406	0	0	0
<b>Leisure &amp; Play</b>				
Gaelic Football Relocation	38,558	0	0	0
Leisure Centres (SLM)	253,021	0	0	0
Watford Tennis Partnership	25,000	0	0	0
Woodside Sports Village	650,000	8,071,688	0	0
Cassiobury Park Croquet Club	37,625	0	0	0
Play Area Improvements	462,103	255,000	100,000	0
Lea Farm Recreation Improvements	50,000	50,000	0	0
<b>Culture &amp; Heritage</b>				
Watford Museum HLF Matchfunding	0	200,396	0	0
Improvements Community Centres	13,980	0	0	0
Cultural Quarter Phase 1	10,000	0	0	0
Heritage Trail	110,000	0	0	0
Watford Market	100,000	150,000	0	0
Delivery of Cultural Plan	0	700,000	0	0
<b>Environmental Health</b>				
Decent Homes Assistance	25,000	100,000	100,000	0
Private Sector Housing Renewal	200,000	100,000	100,000	0
Street Improvement Programme	87,796	100,000	100,000	0
<b>Community Projects</b>				
Cycle Hub	150,000	0	0	0
All Saints Churchyard Improvements	40,000	0	0	0
Paddock Road Depot Enhancements	500,000	799,250	0	0
Derby Rd Skate Park Blockade	0	25,000	0	0
<b>Commissioning</b>				
Transport App	30,425	0	0	0
Departmental Vehicle Renewal	24,000	0	0	0
Cycle Hire Scheme	25,000	0	0	0
<b>PLACE SHAPING &amp; PERFORMANCE</b>				
<b>Watford Business Park</b>				
Watford Business Park	700,734	0	0	0
Watford Business Park Phase 2	3,400,000	6,100,000	0	0
Watford Business Park Phase 3	0	3,000,000	3,000,000	0
<b>Watford Riverwell</b>				
Watford Riverwell Project	14,687,904	2,855,003	8,878,000	0
<b>Housing</b>				
Private Sector Stock Condition	36,850	0	0	0
Retained Housing Stock	186,152	50,000	50,000	0
York House Boiler Replacement	75,000	0	0	0
Partnership Acquisitions Programme	1,400,000	0	0	0
<b>Transport &amp; Infrastructure</b>				
Public Realm (High Street)	4,479	0	0	0
Public Realm (Cl'dn Rd Phase III)	5,560,647	0	1,000,000	0
St Albans Rd Improvement Works	400,000	0	0	0
CCTV Site Equipment	24,000	0	0	0
Watford Junction Masterplan	13,548	0	0	0
Watford 3D Planning Model	27,388	0	0	0
Public Realm (Watford Junct'n)	158,773	0	0	0
High St Phase 2 (St Mary's)	592,478	0	0	0
Upgrading/Resurfacing Car Parks	4,573	0	0	0
Watford Junction Cycle Pk Hub	7,110	0	0	0
Watford Cycle Hire Study	4,460	0	0	0
Cycle & Road Infrastructure Improvements	441,298	300,000	300,000	0
<b>Development Control</b>				
CIL Review	80,000	0	0	0

Capital Scheme	Revised Budget 2020/21 £	Draft Budget 2021/22 (including rephasings) £	Draft Budget 2022/23 (including rephasings) £	Draft Budget 2023/24 (including rephasings) £
<b>Property Investment Board</b>				
PIB Investment Strategy	13,342	50,000	0	0
<b>Property Management</b>				
New Market	4,365	0	0	0
Redevelopment Town Hall	207,463	500,000	4,000,000	4,230,000
Cultural Hub Phase 1 Works	25,000	0	0	0
Temp Housing Accommodation	3,207,803	800,000	0	0
Social Rented Housing	500,000	500,000	0	0
Accelerating Housing Provision	115,601	600,000	500,000	0
Land Transfer - Croxley View Phase 2	3,000,000	0	0	0
Land Transfer - Croxley View Phase 3	0	3,130,000	0	0
Land Transfer - Rear Of High St	0	760,000	0	0
Land Transfer - Scheme A	0	605,000	0	0
Land Transfer - Scheme B	0	530,000	0	0
Loan to Hart Homes WDLLP	0	27,700,000	0	0
Loan to Hart Homes WDLTD	0	14,900,000	0	0
Places For People Scheme	2,000,000	(1,000,000)	0	0
Pyramid Site	2,500,000	2,500,000	0	0
Scenery Store Redevelopment	530,000	970,000	0	0
Infill Sites (LEP funded)	840,675	0	0	0
<b>CORPORATE STRATEGY &amp; COMMUNICATIONS</b>				
<b>Corporate Communications</b>				
Town Boundary Signage	0	25,000	0	0
<b>STRATEGIC FINANCE</b>				
<b>Capital Support Services</b>				
Support Services	552,470	552,470	552,470	0
Major Projects - FBP and QS	127,000	128,270	129,550	0
<b>TOTAL CURRENT CAPITAL PROGRAMME</b>	<b>50,114,028</b>	<b>84,025,449</b>	<b>20,765,250</b>	<b>4,230,000</b>

**New Capital Projects**

No.	Title		Funded From / Comment	Capital Growth 21/22	Capital Growth 22/23	Capital Growth 23/24	Revenue Growth 21/22	Revenue Growth 22/23	Revenue Growth 23/24
1	Cassiobury Park Wetlands	The restoration project aims to return the area to a natural wetland habitat (not watercress beds) to improve biodiversity and support a greater variety of wildlife along the river corridor; engaging and involving communities in the process.		75,000	75,000	75,000	0	0	0
2	Biodiversity	Watford has enhanced many of its open spaces over the last 10 years and continues to invest in them. However, the council has now declared a climate emergency and members are increasingly requesting that we look at how we can increase local biodiversity in our open spaces and the spaces we manage on behalf of others.		0	50,000	0	0	0	0
3	Cassiobury Park Boardwalk	Access to the nature reserve is now severely restricted and a replacement and increased boardwalk are required. The boardwalk allows greater access to the nature reserve for those with limited abilities.	To be funded from existing capital resources	25,000	0	0	0	0	0
4	Cassiobury Park ad hoc capital works	There are on many occasions the need for capital funding for small scale projects - eg signage, interpretation, new benches, small scale planting projects, working with the wildlife trust, Community Connections CIC and the Friends of Cassiobury Park. This provides match funding opportunities.	To be funded from existing capital resources	25,000	25,000	25,000	0	0	0
5	Cheslyn House Pond & Aviary	Cheslyn House and Gardens is an important Green Flag site and award winning gardens, with a full time gardener. The aviary is now in need of modernisation and significant improvements to the structure. A wooden aviary, it has deteriorated over the years and is starting to become a bigger issue. The pond is also due a significant overhaul, which has very large Koi Carp in it. Some of the infrastructure here with aeration, water circulation etc needs replacement.	To be funded from existing capital resources	25,000	0	0	0	0	0

6	Harwoods Toilets	To install a single healthmatic touch free secure toilet cubicle. DDA compliant, secure and touch points negated, this would be located by the entrance to the Adventure Play Ground.	To be funded from CIL Neighbourhood resources	65,000	0	0	0	11,000	11,000
7	Meriden Park barrier	Meriden Park is a large open space on the Meriden estate that is open on one side to vehicular incursion. It is a popular open space on this estate and in 2020 was occupied by travellers. The site needs to be made secure with a low steel rail (same as Oxhey Park) that prevents further incursions.	This will be a new scheme in 2022/23 dependant upon the outcome of review.	0	55,000	0	0	0	0
8	Car park extension at Oxhey Activity Park	OAP has been exceptionally well received with users coming from the local community as well as far and wide. Extending the car park will provide additional spaces as well as reducing unwelcomed car parking in surrounding roads / businesses. By introducing a charge it will favour local users and those who travel sustainably and generate income from those who come from further afield by private car.	Cost of borrowing will be repayed by charging with the first hour free.	65,000			-16,000	-16,000	-16,000
9	River Colne Project	The 'Rediscovering the River Colne' project over a decade, will re-establish the River Colne as a community asset for Watford. It is more than just an environmental improvement project – it is a large-scale project in which to bring benefits to all through increased activity, improved mental health, learning new skills for employment, improved understanding of the environment and our effect upon it	£100k funded from CIL Neighbourhood	250,000	250,000	250,000	0	0	0
10	Tree planting	The Council has an adopted Tree and Woodland Strategy with one of the aims to increase tree coverage in the Borough from 16% to 20%. The current allocated budget is used to replace lost trees primarily on highways rather than in open spaces. To achieve increased coverage, a growth in budget is required.	Aligned to a revenue budget increase	0	50,000	50,000	0	0	0
11	Wayfinding & Public Art Strategy. Develop the strategy and implement.	The AEA cultural review noted:'the uneven character and quality of public realm in Watford's town centre that in places does not reflect either Watford's potential or best practice in public space design, safety, and wayfinding. Creative solutions can be adapted to continue improve and connect Watford's town centre and parts of its high streets into one cohesive and attractive 'quarter'."	To be funded from CIL Infrastructure resources	80,000	150,000	100,000	0	0	0

12	Market Street South	A new public realm programme around Market St South.		450,000	0	0	0	10,000	10,000
13	Camera Enforcement of High Street.	To invest in camera enforcement of traffic regulations and bus gate arrangements in the High Street.	This would be dependent on agreement with HCC to share the revenue from any enforcement.	200,000	0	0	0	-50,000	-50,000
14	Queens Road The Broadway	Public Realm Improvements - To improve the public realm area from the high street Queens Road through to the Intu entrance to ensure it is comparable to the existing improvements throughout the town centre	To be funded from the parking reserve when it has recovered post Covid	0	100,000	200,000	10,000	10,000	10,000
15	Market Street North	Public Realm Improvements - High Street through to exchange road, to ensure that it is comparable to the existing improvements through the town centre		0	250,000	250,000	0	0	10,000
16	Sustainable Transport Programme.	Sustainable Transport Programme. To continue to develop and deliver a programme of sustainable transport measures, this includes cycle lanes, bus prioritisation and improvements to pedestrian access to Watford Town centre. This supports the delivery of the Local Plan and assists Climate Change. Having WBC funding will allow the Council to seek match funding from government	50% CIL funded	250,000	500,000	500,000			
17	St Albans Road Phase 2	Streetscape improvements on St Albans Road, phase 2 (Lowestoft Road - Langley Road) - to enhance the existing areas and revitalise the setting for the shops and businesses. Langley Road - Lowestoft Road		150,000	150,000	0	0	10,000	10,000

## Reserves and Balances

Description	Balance at	Movement	Balance at	Movement	Balance at	Movement	Balance at	Movement	Balance at	Purpose
	1 April	2020/21	31 March	2021/22	31 March	2022/23	31 March	2023/24	31 March	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
<b>Revenue Reserves</b>										
Area Based Grant	(86)	86	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Budget Carry Forward	(1,934)	1,382	(552)	552	0	0	0	0	0	Budgets carried forward from prior years
Car Parking Zones	(698)	263	(435)	(157)	(592)	(157)	(749)	(157)	(906)	Ring fenced for parking projects
Charter Place Tenants	(93)	93	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Climate Change	(48)	48	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Crematorium	(150)	0	(150)	0	(150)	0	(150)	0	(150)	Funding repairs and maintenance
Economic Impact	(2,979)	1,806	(1,173)	0	(1,173)	(131)	(1,304)	(464)	(1,768)	Provide resources to offset economic downturn
Housing Benefit Subsidy	(1,832)	0	(1,832)	0	(1,832)	0	(1,832)	0	(1,832)	Provision if Dept for Work & Pensions claw back funds
Housing Planning Delivery Grant	(266)	0	(266)	0	(266)	0	(266)	0	(266)	Improve planning outcomes and delivery of housing
Invest to Save	(689)	689	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Le Marie Centre Repairs	(11)	11	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Leisure Structured Maintenance	(423)	173	(250)	0	(250)	0	(250)	0	(250)	Funding unforeseen maintenance not covered in contract
Local Development Framework	(178)	0	(178)	0	(178)	0	(178)	0	(178)	Support local plan production and inspection
Multi-Storey Car Park Repair	(181)	0	(181)	0	(181)	0	(181)	0	(181)	Funding major structural works
Parks, Waste & Street Strategy	(60)	60	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Pension Funding	(2,248)	0	(2,248)	200	(2,048)	200	(1,848)	200	(1,648)	Reduction of pension deficit
Performance Reward Grant (Revenue)	(28)	28	0	0	0	0	0	0	0	Balance transferred to Recovery Fund
Project and Programme Management	(251)	150	(101)	0	(101)	0	(101)	0	(101)	Support major project work
Rent Deposit Guarantee Scheme	(100)	0	(100)	0	(100)	0	(100)	0	(100)	Assist in providing homelessness accommodation
Riverwell Project	(7,334)	0	(7,334)	133	(7,201)	(1,000)	(8,201)	0	(8,201)	To cover any guarantees, repayments of outstanding loans and fund future investment.
Weekly Collection Support Grant	(30)	0	(30)	0	(30)	0	(30)	0	(30)	Supporting weekly collections of waste
Collection fund	(297)	0	(297)	0	(297)	0	(297)	0	(297)	Equalisation fund to smooth impact of surplus/deficit
Recovery Fund	0	(909)	(909)	(471)	(1,380)	0	(1,380)	0	(1,380)	To support the recovery process for additional costs due to COVID19
<b>Total</b>	<b>(19,916)</b>	<b>3,880</b>	<b>(16,036)</b>	<b>257</b>	<b>(15,779)</b>	<b>(1,088)</b>	<b>(16,867)</b>	<b>(421)</b>	<b>(17,288)</b>	
<b>General Fund Working Balance</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	Prudent balance

Note: excludes gap identified in MTFS

**Risk Matrix**

No.	Type of Consequence	Comment	Likelihood	Impact	Overall Score
1	Project overruns	Most projects tend to lean towards 'optimism bias (over estimating that the project will be delivered on time and on budget). To avoid this it is important that the technical specification and outcome of each project is carefully considered at the project design stage.	3	3	9
2	Cost overruns	Cost overrun in a project could be as a result of a change in its scope. Any change in the project scope during execution will mean that the entire initial project plan will have to be reviewed such that a reviewed budget, schedule and quality will have to be developed.	3	3	9
3	Delays in project completion	The complexity of a project could also be a contributing factor to delays and cost overruns. This may cause a cash flow problem, but could be merely a timing difference. Delays can be affected by unforeseen works, extreme weather conditions, resource availability and changes in material prices.	3	3	9
4	Capital receipts and Interest/dividends are deferred	This may result in a cash flow issue and short term borrowing may be necessary to support the funding of projects that are in progress	3	3	9
5	Returns are lower than expected	This is a key risk as failure to achieve the returns will increase the pressure on the budget gap and the Council's financial stability. Due diligence prior to the project starting can reduce the likelihood of this happening.	2	4	8
6	Partners cease to collaborate	This is very unlikely, however it should not be discounted. If this were to happen it will have a detrimental effect on the Council's financial position and its reputation. Due diligence prior to the project starting can reduce the likelihood of this happening.	2	4	8
7	Revenue balances insufficient to meet estimated pay award increases	The medium term planning period includes an estimate for the likely pay increases for the period which is based on the information available at the time of preparing the MTFS.	2	2	4
8	Revenue balances insufficient to meet estimate of Employers' pension contributions	Employee revenue contributions have been included in the budgets.	2	2	4
9	Revenue balances insufficient to meet other inflationary increases	Other than contractual agreements, budgets have been cash limited where possible. The UK leaving the EU without a 'deal' at the end of 2020 may also have an impact on the UK economy. The cost of goods is anticipated to increase by up to 5% if this happens. This will place greater pressure on expenditure budgets.	3	3	9
10	Interest rates resulting in significant variations in estimated interest income	The interest rate has a significant impact on the interest earned on the proceeds from capital receipts that are invested in the money market. The interest rates have been running at an historic low as a result of the impact of COVID-19 on the global economy. The UK leaving the EU without a 'deal' at the end of 2020 may also have an impact on the UK economy. However as interest rates are already at near zero or negative the additional impact of this is likely to be minimal. There is significant uncertainty in the investment strategy.	3	3	9
11	Inaccurate estimates of fees and charges income	See Key Income Streams are shown in the latest Finance Digest	2	3	6
12	Revenue balances insufficient to meet loss of partial exemption for VAT	If the council's expenditure on functions for which it receives income that is exempt for VAT purposes exceeds 5% of its total vat able expenditure, then the Council may lose its ability to recover VAT on all of its exempt inputs.	2	3	6
13	Major emergency	Major Emergency requires funds beyond Bellwin scheme and causes serious drain on balances. Whilst this had previously thought to be highly unlikely the impact that COVID-19 has had on the Council's income and expenditure has been significant. However the impact has been significantly reduced with central government support. Continued support is not guaranteed.	1	3	3

No.	Type of Consequence	Comment	Likelihood	Impact	Overall Score
14	The estimated cost reductions and additional income gains are not achieved	Savings identified are monitored as part of the monthly budget monitoring process.	2	3	6
15	The income received from Commercial rents decreases	The rental income received from the Councils property portfolio is a significant proportion of the total income the Council receives. Any shortfall will have a significant impact. Therefore the budgets are set assuming a 5% void rate.	2	4	8
16	The Council is faced with potential litigation and other employment related risks	The Council has one outstanding litigation case.	2	3	6
17	The amount of government grant is adversely affected	The provisional grant settlement has been factored into the MTFS.	2	3	6
18	The amount of New Homes Bonus grant is adversely affected	The grant has been factored into the MTFS in line with information provided in the Provisional Finance Settlement.	3	3	9
19	Fluctuations in Business Rates Retention	The Council is legally obliged to cover the first 7.5% loss on its pre determined baseline level. The Council is currently in a safety net position	2	2	4
20	Right to Buy Receipts & VAT Shelter Receipts	Under the Housing stock transfer with Watford Community Housing (WCH) the Council is entitled to use its share of the proceeds to fund the capital programme. The level of activity on both these income streams are outside the Council's control.	2	2	4
		1= VERY LOW RISK 4 = VERY HIGH RISK			
			<b>Likelihood</b>	<b>Impact</b>	<b>Overall Score</b>
			very low risk	1	1
			low risk	2	4
			high risk	3	9
			very high risk	4	16

# **Income (Charging Policy)**

## **2020/21**

### **Medium Term Financial Strategy**



Watford Borough Council · TOWN HALL · WATFORD, HERTS WD17 3EX

## **Summary**

This policy is set against four best practice points of charging in the public sector;

- Councils should undertake regular reviews of their approaches to charging, both within service areas and across the council;
- Managers should ensure that income from charges, and the level of subsidy this provides, are transparent and inform the decision-making process;
- Councillors and managers should better understand the non-financial contribution charging has to strategic and service objectives.
- Councils do not make an effective use of their charging powers, and authorities need to change their approach to charging if they are to achieve their financial and strategic objectives. At a time when pressure on services is increasing in the public sector and revenues decreasing, councils need to understand, address and improve the way they charge for services.

## **Key Principles for a Charging Policy**

In general a charge will be levied for all discretionary services on the principle “the user pays”. Charges should seek to optimise potential income. The decision of whether to charge for a specific service will be subject to an assessment of the impact of charging on the delivery of the Councils corporate priorities and priority outcomes.

- In undertaking an ‘impact assessment’ the following questions will be asked:
- Why are we providing the service?
- Which of the Council’s corporate priorities and priority outcomes are achieved by the service?
- What impact will charging have on the achievement of the Council’s corporate priorities and priority outcomes?
- Do other similar or neighbouring Councils charge for the service and what is the impact of any such change?
- Are alternate service providers operating in the market and if so what is their level of charging?
- What is the estimated net additional income that is likely to be generated by the charge (i.e. impact on our financial position)?
- There are different levels, or basis, for the charging of service. The actual level, or basis of the charge, will be influenced by the impact assessments.

The objectives for differing charging strategies are shown in the table below.

<b>Charging Strategy</b>	<b>Objective</b>
Commercial Charges	The Council aims to cover the cost of providing the service and make a surplus used to fund other priority services. Full cost recovery will be the starting point for calculating charges.
Full Cost Recovery	The council aims to recover the costs of providing this service from those who use it. The full cost of the service, including an element for capital financing costs, support services and corporate overheads, will be the starting point for calculating charges.
Subsidised	Users of the service to make a contribution to the costs of providing it. This might be to meet a service objective or allow competition with other providers.
Free	The Council chooses to make the service available at no charge to meet a service objective - cost of service met by all Council Tax payers.
Statutory	Charges are determined in line with legal requirements.

### **Service Responsibilities**

Service Managers should initially assess current chargeable services and allocate these to one of the categories above.

To maximise income from fees and charges in accordance with an Income policy, Service Managers are responsible for –

- Annually reviewing their services to identify any aspects that could be charged for and to introduce such charges unless Cabinet considers it would be inappropriate.
- Reviewing and varying fees and charges at least annually for services under their control, after consultation with the relevant Portfolio Holder and, in doing so, they shall –
  - ensure that relevant legislation is complied with,
  - have regard to the charges of any alternative service providers with whom the Council is competing, seek to maximise income, net of applicable costs, unless it will have a clearly detrimental impact on the achievement of the Council objectives.
  - introduce differential pricing to particular client groups where these are expected to stimulate demand and generate additional net income which would otherwise not be obtained.
  - set prices lower than could be reasonably achieved if this is the most cost effective way of achieving Council objectives and the necessary funding is available. Use of this option requires approval of Cabinet,
  - set fees and charges that allow an element of discretion if it can be demonstrated that this will lead to an overall benefit to the Council. It is

important that any use of discretion is recorded so that it can be clearly shown that decisions have been made fairly and consistently.

### **Concessions**

Concessions will be available to residents on identified income related benefits and discounts. These benefits and discounts include;

- Housing Benefit, in the form of Rent Allowance or Local Housing Allowance for people living in rented accommodation.
- Local Council Tax Reduction Scheme discount
- Income Support
- Job Seekers Allowance (income based)
- Working Tax credit
- Child Tax Credit
- Guaranteed Pension Credit (not Savings Pension Credit)
- Employment and Support Allowance (income based)
- Universal Credit

This list will change as changes are made to the names of the benefits or benefits themselves.

No concession is applied on the grounds of age (except Under 18 teams hiring football pitches) or disability unless the resident is in receipt of benefits.

### **Proof of Benefits and Discounts**

Residents will need to confirm the type of the benefit or discount they are claiming and to give permission for a check to be made with the Councils' Revenues & Benefits section that this is the case.

### **Amount of Concessions**

The amount of concession will be to apply a 50% reduction for all fees and charges, with the exception of green waste collection, which will attract a £5 discount if residents pay by Direct Debit.

### **Variations**

For use of the Council's sports pitches the existing arrangements that provide for subsidised fees for junior (under 18) sports teams to use pitches is to continue so as to encourage usage and participation.

The Council's externally managed Leisure Centres operate specific concessions for particular activities.

**Fees and Charges 2021/22**

Service	(A)	(B)	(B) - (A)	(C)	(C) - (B)	Comments
	2020/21	2021/22	Variance Year on Year	2021/22	Variance Draft to Proposed	
	Original Budget	Draft Budget already included in MTFS	2019/20 to 2020/21	Proposed Budget		
	£	£	£	£	£	
<b>COMMUNITY &amp; ENVIRONMENTAL</b>						
Parks, Pitches & Woods	(15,150)	(15,150)	0	(15,600)	(450)	
Cemeteries	(368,500)	(368,500)	0	(368,500)	0	
Cheslyn	(296,000)	(209,000)	87,000	(205,000)	4,000	
SLM	(1,065,877)	(1,065,877)	0	(1,065,877)	0	
Waste	(354,460)	(504,460)	(150,000)	(504,460)	0	
Specials & Street Cleansing	(51,130)	(51,130)	0	(51,130)	0	
Arts, Events and Heritage	(25,000)	(25,000)	0	(25,000)	0	
Licenses	(153,000)	(153,000)	0	(160,300)	(7,300)	
Other Licenses	(31,870)	(31,870)	0	(33,470)	(1,600)	
Gaming Licenses	(97,377)	(97,377)	0	(86,052)	11,325	
Stray Dogs	(2,400)	(2,400)	0	(1,100)	1,300	
Pests	(38,680)	(38,680)	0	(39,350)	(670)	
Environmental Abandoned Vehicles	(1,200)	(1,200)	0	(250)	950	
Environmental Miscellaneous	(51,564)	(51,564)	0	(52,000)	(436)	
	<b>(2,552,208)</b>	<b>(2,615,208)</b>	<b>(63,000)</b>	<b>(2,608,089)</b>	<b>7,119</b>	
<b>SERVICE TRANSFORMATION</b>						
Customer Services (including Information Unit)	(12,500)	(12,500)	0	(12,500)	0	
Town Hall Facilities	(108,300)	(246,300)	(138,000)	(246,300)	0	
	<b>(12,500)</b>	<b>(12,500)</b>	<b>0</b>	<b>(12,500)</b>	<b>0</b>	
<b>PLACE SHAPING</b>						
Housing	(415,467)	(415,467)	0	(455,829)	(40,362)	
Parking - Controlled Parking Zones (see below)	(1,420,900)	(1,420,900)	0	(1,420,900)	0	
Parking - Other (incl. Avenue, Longspring & Town Hall)	(231,000)	(231,000)	0	(231,000)	0	
Building Control	(291,000)	(291,000)	0	(291,000)	0	
Development Control (including Policy Team)	(785,000)	(785,000)	0	(785,000)	0	
Land Searches	(120,000)	(120,000)	0	(120,000)	0	
	<b>(3,263,367)</b>	<b>(3,263,367)</b>	<b>0</b>	<b>(3,303,729)</b>	<b>(40,362)</b>	
<b>DEMOCRACY &amp; GOVERNANCE</b>						
Elections Unit	(4,000)	(4,000)	0	(4,000)	0	
	<b>(4,000)</b>	<b>(4,000)</b>	<b>0</b>	<b>(4,000)</b>	<b>0</b>	
<b>STRATEGIC FINANCE</b>						
Council Tax (Single Person Discount)	(2,000)	(2,000)	0	(2,000)	0	
	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	
Sub Total	<b>(5,834,075)</b>	<b>(5,897,075)</b>	<b>(63,000)</b>	<b>(5,930,318)</b>	<b>(33,243)</b>	
Less :						
Parking - Controlled Parking Zones (v see above)	1,420,900	1,420,900	0	1,420,900	0	
Total	<b>(4,413,175)</b>	<b>(4,476,175)</b>	<b>(63,000)</b>	<b>(4,509,418)</b>	<b>(33,243)</b>	

## COMMUNITY SERVICES

<b>2021/22 FEES &amp; CHARGES PROPOSED FOR :-</b>
<b>ALLOTMENTS</b>

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>Allotments</b>									
Per pole per annum	£5.47	*	*	✓	*	*	£7.11	29.98 %	High increase to cover allotment officer post, and indexation.
50% reduction for the disabled and those in receipt of income related benefit									

## COMMUNITY SERVICES

### 2021/22 FEES & CHARGES PROPOSED FOR :- PARKS / SPORTS PITCHES & WOODS

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; inclusive of VAT</b>									
<b>PARKS &amp; SPORTS PITCHES</b>									
<b>CRICKET</b>									
Other wickets - per match (adults)	£55.00	*	*	✓	*	*	£57.00	3.64 %	
Other wickets - per match (Juniors)	£29.00	*	*	✓	*	*	£30.00	3.45 %	
<b>FOOTBALL</b>									
Seniors with changing facilities & showers	£61.50	*	*	✓	*	*	£63.00	2.44 %	
Juniors with changing facilities & showers	£28.00	*	*	✓	*	*	£29.00	3.57 %	
<b>HURLING/RUGBY</b>									
Per match including corner flags	£55.00	*	*	✓	*	*	£57.00	3.64 %	
<b>Exempt from VAT</b>									
<b>FOOTBALL</b>									
Seniors with changing facilities & showers (15 games)	£800.00	*	*	✓	*	*	£825.00	3.13 %	
Juniors with changing facilities & showers (12 games)	£258.00	*	*	✓	*	*	£265.00	2.71 %	
Seniors with no changing facilities & showers (15 games)	£475.00	*	*	✓	*	*	£490.00	3.16 %	
Juniors with no changing facilities & showers (12 games)	£195.00	*	*	✓	*	*	£200.00	2.56 %	
Under 11s (small size pitch per season)	£108.00	*	*	✓	*	*	£112.00	3.70 %	
<b>FOOTBALL TRAINING</b>									
KGVPF, Oxhey Park (per hour)	£16.50	*	*	✓	*	*	£17.00	3.03 %	
Changing accommodation / showers (per event)	£22.00	*	*	✓	*	*	£23.00	4.55 %	
<b>PARKS &amp; SPORTS PITCHES</b>									
<b>BOWLS</b>									
Club hire of rinks (per season)	£1,200.00	*	*	✓	*	*	£1,250.00	4.17 %	
<b>CRICKET</b>									
Enclosed wicket (per season)	£3,275.00	*	*	✓	*	*	£3,375.00	3.05 %	
<b>CROQUET</b>									
Seasonal charges :-									
Adults	£55.00	*	*	✓	*	*	£57.00	3.64 %	
OAPs	£27.50	*	*	✓	*	*	£28.50	3.64 %	
<b>TENNIS - club charges</b>									
Hire of court per season (May-Sept inc)	£1,260.00	*	*	✓	*	*	£1,300.00	3.17 %	
Individual on-court Coaching Session (hourly rate)	£4.00						£4.00		NEW CHARGE
<b>Zero Rated</b>									
Orienteering maps up to 5 copies	free	*	*	*	✓	*	free	NO CHANGE	
Subsequent copies each	£2.50	*	*	*	*	*	£2.50	NO CHANGE	

### BUDGET POSITION SUMMARY - PARKS, PITCHES & WOODS

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
<b>FEES &amp; CHARGES</b>					
<b>LAND &amp; PROPERTY BASED CHARGES</b>					
KPS000-I0901 - Rent	(8,160)	(8,160)	(8,400)	3	
KPS000-I0902 - Rent - Advertising Site	(6,990)	(6,990)	(7,200)	3	
	(15,150)	(15,150)	(15,600)	3	
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## COMMUNITY SERVICES

### 2021/22 FEES & CHARGES PROPOSED FOR :- EVENTS AND HIRE OF CHESLYN GARDENS

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; inclusive of VAT</b>									
<b>CHESLYN GARDENS</b>									
Hire of garden for wedding photos	£50.00	*	*	✓	*	*	£50.00	NO CHANGE	
<b>Exempt from VAT</b>									
<b>CHESLYN HOUSE</b>									
Hire of 2 meeting rooms & kitchen per hour	£35.00	*	*	✓	*	*	£40.00	14.29 %	
Reduced charge for recognised voluntary groups per hour	£20.00	*	*	✓	*	*	£20.00	NO CHANGE	
<b>PARKS - GENERAL</b>									
<b>HIRE OF FACILITIES</b>									
Commercial rate per day up to 1500 people	£1,650.00	*	*	*	*	*	£1,700.00	3.03 %	
Commercial rate per day up to 1500-5000 people	£5,500.00	*	*	*	*	*	£5,750.00	4.55 %	
Commercial rate per day 5000 +		*	*	*	*	*	TBC		
Non commercial rate per day	£710.00	*	*	*	*	*	£750.00	5.63 %	
Local charities and community groups	£80.00	*	*	*	✓	*	£83.00	3.75 %	
*Bandstand Hire (community organisations)	Free						Free		
*Bandstand Hire (private party)	£100.00						£100.00	NO CHANGE	
*Cassiobury Hub Education Room Hire per hour	£20.00						£20.00	NO CHANGE	
*Cassiobury Hub Education Room Hire per hour	£40.00						£40.00	NO CHANGE	
*Events and activities	depends on event						Depends on event		

\*New lines added

### BUDGET POSITION SUMMARY - CHESLYN GARDENS

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
KRA000-I0676 - Use of Facilities	(1,000)	(1,000)	(1,000)	NO CHANGE	
KLF000-I0126 - Feed in Tariff	(2,000)	(2,000)	(2,000)	NO CHANGE	
KLF000-I0537 - Miscellaneous Fees and Charges		(13,000)	(13,000)	100.00 %	
KLF000-I0623 - Other Parking Charges	(200,000)	(100,000)	(100,000)	(50)	Income down by 50%
KLF000-I0662 - Income Activities	(23,000)	(23,000)	(10,000)	(57)	Unrealistic target
KLF000-I0676 - Income Use of Facilities	(2,000)	(2,000)	(2,000)	NO CHANGE	
KLF000-I0901 - Rent	(51,000)	(51,000)	(60,000)	18	Extra rent possible
KLF000-I0908 - Service Charges	(7,000)	(7,000)	(7,000)	NO CHANGE	
KLF000-J0202 - Other LA / Local body contributions	0	0	0	NO CHANGE	HLF grant finished
KLF000-J0203 - Third Party Contributions	(10,000)	(10,000)	(10,000)	NO CHANGE	Forestry grants
	(296,000)	(209,000)	(205,000)	(31)	

## COMMUNITY SERVICES

### 2021/22 FEES & CHARGES PROPOSED FOR :- CEMETERIES

#### RESIDENT

Description	PRICING STRATEGY						Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge	2021/22	2022/23	2023/24	2024/25	2025/26			
<b>Outside Scope for VAT purposes</b>									
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made									
<b>TABLE OF FEES</b>									
<b>PART 1</b>									
<b>Exclusive rights of burial in earthen grave</b>									
Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section	£1,430.00	*	*	✓	*	*	£1,470.00	2.80 %	
<b>Walled graves &amp; vaults:</b>									
For the right to construct & build a walled grave or vault & for the exclusive right of burial for 50 yrs on all sections 8ftx4ft	£2,650.00	*	*	✓	*	*	£2,725.00	2.83 %	
<b>The Garden of Rest</b>									
For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft	£690.00	*	*	✓	*	*	£710.00	2.90 %	
<b>The Garden of Remembrance</b>									
For the exclusive rights of burial for 50 yrs of cremated remains in the Garden of Remembrance at North Watford Cemetery size 2ft X 1ft	£610.00	*	*	✓	*	*	£630.00	3.28 %	
<b>CHILDREN'S SECTION</b>									
For the exclusive right of burial for 50 years 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
For the exclusive right of burial for 50 years of a single depth grave for a child aged 5 years or over but not an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
<b>PART 2</b>									
<b>Interments - the fees indicated for various heads :-</b>									
a) include the digging of the grave and									
b) Apply only where the interment is made between the hours of 9.30 am & 3.30 pm, or on the Certificate of a Coroner or Registered Medical Practitioner that immediate interment necessary. In any other case, an additional sum is payable	£265.00	*	*	✓	*	*	£273.00	3.02 %	
<b>For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-</b>									
a) All sections	£740.00	*	*	✓	*	*	£765.00	3.38 %	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) Casket	£965.00						£995.00	3.11 %	
d) For the interment / scattering of cremated remains in / on any grave on any section including Garden of Rest/Remembrance	£250.00	*	*	✓	*	*	£258.00	3.20 %	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
g) Shrouded burial fee	£108.00	*	*	✓	*	*	£111.00	2.78 %	
<b>For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-</b>									
a) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 years	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) For a child over 5 years or an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
<b>PART 3</b>									
<b>Fees for memorial work and monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted</b>									
<b>Headstones, or any other type of monument</b>									
a) Not exceeding 3ft 6ins in height	£220.00	*	*	✓	*	*	£225.00	2.27 %	
b) Not exceeding 2ft 6inc in the Garden of Rest and in the children's section	£108.00	*	*	✓	*	*	£111.00	2.78 %	
c) Garden of Remembrance-as approved-sole design allowed	£100.00	*	*	✓	*	*	£103.00	3.00 %	

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

**RESIDENT.....continued**

Description	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge	2020/21	2021/22	2021/22	2021/22			
<b>Outside Scope for VAT purposes</b>								
<b>Kerbs</b>								
* a) Enclosing a space not exceeding 7ft x 3ft	£111.00	*	*	✓	*	*	£115.00	3.60 %
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and Children's Section	£53.00	*	*	✓	*	*	£55.00	3.77 %
<b>Vases</b>								
* For each vase, maximum size 12"x12"x12"	£37.00	*	*	✓	*	*	£38.00	2.70 %
a) Separate, or as an addition to a headstone, not exceeding 18" x 12"	£58.00	*	*	✓	*	*	£60.00	3.45 %
b) Where an inscription table or plate takes the place of a memorial	£111.00	*	*	✓	*	*	£115.00	3.60 %
* Complete memorial, consisting of headstone & Kerbs	£380.00	*	*	✓	*	*	£390.00	2.63 %
<b>THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDE THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED</b>								
Fees for each subsequent inscription to an existing memorial	£69.00	*	*	✓	*	*	£71.00	2.90 %
* Any other replacement works not covered by above								
<b>Standard rated &amp; exclusive of VAT</b>								
<b>PART 4</b>								
<b>Miscellaneous</b>								
The Burial Register - fee for transfer of grave grant for the exclusive right of burial	£44.00	*	*	✓	*	*	£45.00	2.27 %
Fee for the searches of Burial Register and for copies of extract to be taken there from	£62.00	*	*	✓	*	*	£64.00	3.23 %
Fee for the use of the Chapel	£142.00	*	*	✓	*	*	£146.00	2.82 %
<b>Outside Scope for VAT purposes</b>								
<b>PART 5</b>								
<b>Maintenance of Grave spaces</b>								
Turfing a grave	£111.00	*	*	✓	*	*	£115.00	3.60 %
Partial burying of headstone following failure of safety test	£137.00	*	*	✓	*	*	£141.00	2.92 %
Supply soil for memorial inset	£111.00	*	*	✓	*	*	£115.00	3.60 %
* Any other replacement works not covered by above								
<b>NOTE:</b>								
<b>Memorials can now be placed on graves of stillborn children FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface</b>								

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

**NON RESIDENT**

Description	PRICING STRATEGY						Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
	2020/21 Charge								
<b>Outside Scope for VAT purposes</b>									
If the deceased has lived away from the Watford area for less than 60 months the Resident charge will be made									
<b>PART 1</b>									
<b>Exclusive rights of burial in earthen grave</b>									
Exclusive right of burial for 50 yrs in an earthen grave on all sections including Muslim section	£4,350.00	*	*	✓	*	*	£4,480.00	2.99 %	
<b>Walled graves &amp; vaults:</b>									
For the right to construct & build a walled grave or vault & for the exclusive right of burial for 50 yrs on all sections 8ftx4ft	£7,950.00	*	*	✓	*	*	£8,200.00	3.14 %	
<b>The Garden of Rest</b>									
For the exclusive right of burial for 50 yrs of cremated remains in the Garden of Rest at North Watford 4ft X 2ft	£2,070.00	*	*	✓	*	*	£2,135.00	3.14 %	
<b>The Garden of Remembrance</b>									
For the exclusive rights of burial for 50 yrs of cremated remains in the Garden of Remembrance at North Watford Cemetery size 2ft X 1ft	£1,830.00	*	*	✓	*	*	£1,885.00	3.01 %	
<b>CHILDREN'S SECTION</b>									
For the exclusive right of burial for 50 years 4ft x 2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
For the exclusive right of burial for 50 years of a single depth grave for a child aged 5 years or over but not an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
<b>PART 2</b>									
<b>Interments - the fees indicated for various heads :-</b>									
a) Include the digging of the grave and									
b) Apply only where the interment is made between the hours of 9.30 am & 3.30 pm, or on the Certificate of a Coroner or Registered Medical Practitioner that immediate interment necessary. In any other case, an additional sum is payable and									
c) Apply provided that the interment is made within 15 minutes of the time arranged with the "superintendent". If not an additional sum is payable	£265.00	*	*	✓	*	*	£273.00	3.02 %	
<b>For an interment in a grave in respect of which an exclusive right of burial HAS been granted :-</b>									
a) All sections	£2,220.00	*	*	✓	*	*	£2,290.00	3.15 %	
b) The children's section. All graves for 1 interment at a depth of 4ft size of grave spaces 4ft X2ft	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) caskets including extra digging required	£2,900.00	*	*	✓	*	*	£2,990.00	3.10 %	
d) For the interment / scattering of cremated remains in / on any grave on any section including Garden in/on any grave on any section including Garden of Rest/Remembrance	£750.00	*	*	✓	*	*	£775.00	3.33 %	
e) For a stillborn child, or child whose age at the time of death did not exceed 1 month of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
f) Non viable foetus burial	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
g) Shrouded burial fee	£108.00	*	*	✓	*	*	£111.00	2.78 %	
<b>For an interment in a grave in respect of which an exclusive right of burial HAS NOT been granted :-</b>									
a) For a stillborn child, or child whose age at the time of death did not exceed 1 month	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
b) For a child whose age at the time of death exceeded 1 month but did not exceed 5 yrs.	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
c) For a child over 5 years or an adult	£0.00	*	*	✓	*	*	£0.00	NO CHANGE	
<b>PART 3</b>									
<b>Fees for memorial work &amp; monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted</b>									
<b>Outside Scope for VAT purposes</b>									
<b>PART 3</b>									
<b>Fees for memorial work &amp; monumental work for the right to erect or place on a grave or vault in respect of which the exclusive right of burial has been granted</b>									
<b>Headstone, or any other type of monument</b>									
a) Not exceeding 3ft 6inc in height	£655.00	*	*	✓	*	*	£675.00	3.05 %	
b) Not exceeding 2ft 6inc in the Garden of rest and in the children's section	£335.00	*	*	✓	*	*	£345.00	2.99 %	
c) Garden of Remembrance - as approved-sole design allowed	£295.00	*	*	✓	*	*	£305.00	3.39 %	
<b>LEDGERS</b>									
* A ledger not exceeding 7ft x 3ft	£330.00	*	*	✓	*	*	£340.00	3.03 %	
<b>KERBS</b>									
* a) Enclosing a space not exceeding 7ft x 3ft	£330.00	*	*	✓	*	*	£340.00	3.03 %	
* b) Enclosing a space not exceeding 4ft x 2ft in the Garden of Rest and children's Section	£165.00	*	*	✓	*	*	£170.00	3.03 %	
<b>Vases</b>									
* For each vase, maximum size 12" x 12" x 12"	£105.00	*	*	✓	*	*	£108.00	2.86 %	
a) separate, or as an addition to a headstone, not exceeding 18" x 12"	£169.00	*	*	✓	*	*	£174.00	2.96 %	
b) Where an inscription table or plate takes the place of a headstone, either at the foot or head of a memorial	£330.00	*	*	✓	*	*	£340.00	3.03 %	
* Complete memorial, consisting of headstone and kerbs	£1,160.00	*	*	✓	*	*	£1,195.00	3.02 %	
<b>MEMORIAL BENCHES</b>									
David Ogilvie Steel bench - supply and install with plaque	£2,100.00	✓	*	*	*	*	£2,165.00	3.10 %	
Plaque on existing bench - supply and install with maintenance	£265.00	✓	*	*	*	*	£273.00	3.02 %	
<b>MEMORIAL TREES</b>									
Supply and plant Standard tree with 5 years maintenance	£1,055.00	✓	*	*	*	*	£1,087.00	3.03 %	
<b>THE FEES INDICATED FOR THE VARIOUS HEADS OF THIS PART INCLUDED THE ORIGINAL INSCRIPTION(S) WHEN THE MEMORIAL IS APPROVED</b>									
Fees for each subsequent inscription to an existing memorial	£69.00	*	*	✓	*	*	£71.00	2.90 %	
* Any other replacement works not covered by above									
* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY									

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
CEMETERIES (continued)**

**NON RESIDENT.....continued**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; exclusive of VAT</b>									
* Any other replacement works not covered by above									
<b>* GRAVE SPACES PURCHASED PRIOR TO 1ST APRIL 1981 ONLY</b>									
<b>PART 4</b>									
<b>Miscellaneous</b>									
The Burial Register - fee for transfer of grave grant for the exclusive right of burial	£45.00	*	*	✓	*	*	£46.00	2.22 %	
Fee for the searches of Burial Register and for copies of extract to be taken there from	£69.00	*	*	✓	*	*	£71.00	2.90 %	
Fee for the use of the Chapel	£425.00	*	*	✓	*	*	£438.00	3.06 %	
<b>PART 5</b>									
<b>Outside Scope for VAT purposes</b>									
<b>Maintenance of Grave spaces</b>									
Turfing a grave	£117.00	*	*	✓	*	*	£120.00	2.56 %	
Partial burying of headstone following failure of safety test	£138.00	*	*	✓	*	*	£142.00	2.90 %	
Supply soil for memorial inset	£117.00	*	*	✓	*	*	£120.00	2.56 %	
* Any other replacement works not covered by above									
<b>NOTE:</b>									
<b>Memorials can now be placed on graves of stillborn children FREE of CHARGE Size: 12" x 12" x 2". To be laid flat on grave surface</b>									
<b>PART 6</b>									
<b>Weekend Burials</b>									
Metal liner requirement	£530.00		✓				£550.00	3.77 %	
Weekend Contractor charge	£460.00		✓				£500.00	8.70 %	see change of name no longer gardens of peace

**BUDGET POSITION SUMMARY - CEMETERIES**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
KNA000-10520 - Sale of Grave Spaces	(175,000)	(175,000)	(175,000)		NO CHANGE
KNA000-10522 - Burial Fees	(150,000)	(150,000)	(150,000)		NO CHANGE
KNA000-10524 - Memorial Fees	(30,000)	(30,000)	(30,000)		NO CHANGE
KNA000-10526 - Use of Chapel	(5,000)	(5,000)	(5,000)		NO CHANGE
KNA000-10527 - Transfer Fees	(2,500)	(2,500)	(2,500)		NO CHANGE
<b>LAND &amp; PROPERTY BASED CHARGES</b>					
KNA000-10901 - Rent	(6,000)	(6,000)	(6,000)		NO CHANGE
	<b>(368,500)</b>	<b>(368,500)</b>	<b>(368,500)</b>		NO CHANGE

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-**

**LEISURE CENTRES - OPERATED BY SLM**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; incl of VAT if applicable</b>									
<b>Main Hall / Dry Side Activities :-</b>									
Half hall hire - Woodside - Adult	£66.19	✓	*	*	*	*	£67.02	1.25 %	
- Junior	£33.09	✓	*	*	*	*	£33.51	1.25 %	
Whole Hall hire - Woodside - Adult	£133.43	✓	*	*	*	*	£135.09	1.25 %	
- Junior	£66.19	✓	*	*	*	*	£67.02	1.25 %	
Whole Hall hire - Central - Adult	£66.19	✓	*	*	*	*	£67.02	1.25 %	
- Junior	£33.09	✓	*	*	*	*	£33.51	1.25 %	
Cricket	£65.98	✓	*	*	*	*	£66.80	1.25 %	
<b>Parties with food, party leader up to 16 kids</b>									
Dry side (football / allsportz, bouncy castle)	£205.92	✓	*	*	*	*	£208.49	1.25 %	
Wetside (mini, mega wet and wild)	£231.13	✓	*	*	*	*	£234.02	1.25 %	
Wetside (inflatable)	£236.39	✓	*	*	*	*	£239.34	1.25 %	
Trampoline and Dance Party	£225.88	✓	*	*	*	*	£228.70	1.25 %	
Additional children	£10.30	✓	*	*	*	*	£10.42	1.25 %	
Additional party leader	£18.70	✓	*	*	*	*	£18.93	1.25 %	
Cost per head for food	£3.78	✓	*	*	*	*	£3.83	1.25 %	
<b>Parties (self catering, party leader, up to 16 kids)</b>									
Dry side (football/allsportz,bouncy castle)	£205.92	✓	*	*	*	*	£208.49	1.25 %	
Wetside (mini, mega wet and wild)	£231.13	✓	*	*	*	*	£234.02	1.25 %	
Wetside (inflatable)	£236.39	✓	*	*	*	*	£239.34	1.25 %	
Trampoline and Dance Party	£225.88	✓	*	*	*	*	£228.70	1.25 %	
Additional children	£10.20	✓	*	*	*	*	£10.33	1.25 %	
Additional party leader	£18.70	✓	*	*	*	*	£18.93	1.25 %	
<b>Junior Activities</b>									
Active antz	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Mini gym	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Mini dribblers	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Mini bouncers	£6.07	✓	*	*	*	*	£6.14	1.25 %	
Sports Course - Adult - Dry	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Trampolining (drop-in adults)	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Pilates (3 wks - 45mins)	£20.40	✓	*	*	*	*	£20.66	1.25 %	
Pilates (members)	£0.00	✓	*	*	*	*	£0.00		
Swimming Course - Adult	£8.50	✓	*	*	*	*	£8.61	1.25 %	
Swimming Coaching 1 hour (Sat am only)	£7.65	✓	*	*	*	*	£7.75	1.25 %	
Everyone Active card - Watford & Three Rivers	£0.00	*	*	*	✓	*	£0.00		
Everyone Active card - Non resident adult	£26.79	✓	*	*	*	*	£27.13	1.25 %	
Everyone Active card - Non resident junior	£16.49	✓	*	*	*	*	£16.70	1.25 %	
Everyone Active card - Non resident - family (2 adults and up to 3 children)	£65.40	✓	*	*	*	*	£66.22	1.25 %	
Lost card/replacement	£5.10	✓	*	*	*	*	£5.16	1.25 %	
50+ Short Mat Bowls	£2.96	✓	*	*	*	*	£2.99	1.25 %	
50+ Keep Fit	£3.62	✓	*	*	*	*	£3.67	1.25 %	
50+ Line Dancing	£3.83	✓	*	*	*	*	£3.87	1.25 %	
50+ Tap	£3.62	✓	*	*	*	*	£3.67	1.25 %	
50+ Water Workout	£4.85	✓	*	*	*	*	£4.91	1.25 %	
50+ Swimming	£2.40	✓	*	*	*	*	£2.43	1.25 %	
50+ Badminton	£3.57	✓	*	*	*	*	£3.61	1.25 %	
Back to Netbal	£3.98	✓	*	*	*	*	£4.03	1.25 %	

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-**

**LEISURE CENTRES - OPERATED BY SLM (Continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; incl of VAT if applicable</b>									
Hire Prices (A refundable deposit of £5.00 is required per each item hired)									
Badminton Racquets	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Table Tennis Bats	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Squash racquets	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Trampoline per hour	£0.00	✓	✗	✗	✗	✗	£0.00		
<b>Equipment purchase :-</b>									
Squash balls	£2.68	✓	✗	✗	✗	✗	£2.72	1.25 %	
Shuttlecocks	£2.41	✓	✗	✗	✗	✗	£2.44	1.25 %	
<b>Meetings :-</b>									
Conference Room & Executive Suite (WLC)	£25.50	✓	✗	✗	✗	✗	£25.82	1.25 %	
<b>Studios :-</b>									
Studio 1 (14.7 x 11.7)	£34.67	✓	✗	✗	✗	✗	£35.10	1.25 %	
Studio 2 (12.5 x 9.8)	£30.05	✓	✗	✗	✗	✗	£30.42	1.25 %	
Studio 3 - (8.9 x 9.9)	£24.16	✓	✗	✗	✗	✗	£24.47	1.25 %	
Studio 1 (Central)	£29.63	✓	✗	✗	✗	✗	£30.00	1.25 %	
Creche	£23.95	✓	✗	✗	✗	✗	£24.25	1.25 %	
Schools per half hour per teacher	£34.04	✓	✗	✗	✗	✗	£34.46	1.25 %	
Second teacher per pool	£22.80	✓	✗	✗	✗	✗	£23.08	1.25 %	
Gym, per student	£3.21	✓	✗	✗	✗	✗	£3.25	1.25 %	
<b>Woodside Stadium :-</b>									
Public Training - Adult	£5.15	✓	✗	✗	✗	✗	£5.21	1.25 %	
- Junior	£2.86	✓	✗	✗	✗	✗	£2.89	1.25 %	
Adult (Watford Harriers Club Members)	£4.49	✓	✗	✗	✗	✗	£4.54	1.25 %	
Junior (Watford Harriers Club Members)	£1.84	✓	✗	✗	✗	✗	£1.86	1.25 %	
Direct Debit - Harriers Member	£18.36	✓	✗	✗	✗	✗	£18.59	1.25 %	
Season Tickets adults - Summer	£93.50	✓	✗	✗	✗	✗	£94.67	1.25 %	
- Winter	£70.92	✓	✗	✗	✗	✗	£71.80	1.25 %	
- Yearly	£135.53	✓	✗	✗	✗	✗	£137.22	1.25 %	
Season Tickets junior - Summer	£43.60	✓	✗	✗	✗	✗	£44.14	1.25 %	
- Winter	£32.83	✓	✗	✗	✗	✗	£33.24	1.25 %	
- Yearly	£65.14	✓	✗	✗	✗	✗	£65.95	1.25 %	
	£0.00						£0.00		
Athletics Meet (Up to 8 hours Mon - Fri up to 5pm)	£168.10	✓	✗	✗	✗	✗	£170.20	1.25 %	
Athletics Meet (Up to 8 hours Weekend or Bank Holiday)	£262.65	✓	✗	✗	✗	✗	£265.93	1.25 %	
Athletics Meet (Up to 4 hours Midweek evening from 6pm)	£103.48	✓	✗	✗	✗	✗	£104.78	1.25 %	
Athletics Meet - Additional hours	£57.26	✓	✗	✗	✗	✗	£57.97	1.25 %	
School Athletic Meet/Sports Day (Up to 5pm weekdays)	£103.48	✓	✗	✗	✗	✗	£104.78	1.25 %	
Member of staff	£18.65	✓	✗	✗	✗	✗	£18.88	1.25 %	
Additional colleagues / person	£18.65	✓	✗	✗	✗	✗	£18.88	1.25 %	
Car Park Steward for large events	£13.24	✓	✗	✗	✗	✗	£13.40	1.25 %	
Athletic Meet - Set up time per hr	£22.96	✓	✗	✗	✗	✗	£23.24	1.25 %	
Athletic Meet - Clean Up time per hr	£22.96	✓	✗	✗	✗	✗	£23.24	1.25 %	
<b>Harriers Charges</b>									
Hire for training/coaching purposes, day time inc As Above including Flood Lights in Evening, plus a colleague	£27.58	✓	✗	✗	✗	✗	£27.92	1.25 %	
	£43.60	✓	✗	✗	✗	✗	£44.14	1.25 %	
<b>Block Booking (standard price less VAT where bookings are 10 consecutive weeks or more)</b>									
ATP 1x5v5 - Adult	£37.23	✓	✗	✗	✗	✗	£37.70	1.25 %	
ATP 1x5v5 - Junior	£19.89	✓	✗	✗	✗	✗	£20.14	1.25 %	
Badminton Clubs - Adult	£13.29	✓	✗	✗	✗	✗	£13.46	1.25 %	
Sports Activity - Adult	£51.22	✓	✗	✗	✗	✗	£51.86	1.25 %	
- Junior	£25.95	✓	✗	✗	✗	✗	£26.27	1.25 %	
Cricket (Nets only) - Adult	£53.32	✓	✗	✗	✗	✗	£53.98	1.25 %	
- Junior	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Treatment room 1 (per month)	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Treatment room 2 (per month)	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Learner pool (1 hour) - Central	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Learner pool (1 hour) - woodside	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
<b>Gala Prices</b>									
Swim Clubs (general) incl timing equip	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Watford Swim Club / voluntary organisations	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	
Waterpolo	£0.00	✓	✗	✗	✗	✗	£0.00	NO CHANGE	

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
LEISURE CENTRES - OPERATED BY SLM (Continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; incl of VAT if applicable</b>									
<b>Main Hall / Dry Side Activities :-</b>									
Badminton - Adult	£15.40	✓	*	*	*	*	£15.59	1.25 %	
- Junior	£7.91	✓	*	*	*	*	£8.00	1.25 %	
(8-4 weekdays and 8 - close weekends)	£12.30	✓	*	*	*	*	£12.45	1.25 %	
Drop-in Adult (Friday night)	£7.24	✓	*	*	*	*	£7.33	1.25 %	
Drop-in Junior	£4.64	✓	*	*	*	*	£4.70	1.25 %	
Table Tennis - Adult	£12.97	✓	*	*	*	*	£13.14	1.25 %	
Table Tennis - Junior	£6.57	✓	*	*	*	*	£6.65	1.25 %	
ATP 5 V 5 a side - Adult	£45.39	✓	*	*	*	*	£45.96	1.25 %	
- Junior	£23.85	✓	*	*	*	*	£24.15	1.25 %	
Squash - Adult	£13.00	✓	*	*	*	*	£13.16	1.25 %	
- Junior	£6.50	✓	*	*	*	*	£6.58	1.25 %	
Squash (off peak) - Adult	£6.57	✓	*	*	*	*	£6.65	1.25 %	
Squash (off peak) - Junior	£3.78	✓	*	*	*	*	£3.83	1.25 %	
Squash League ( Monday nights off peak ) - Adults	£6.12	✓	*	*	*	*	£6.20	1.25 %	
Climbing Wall - Adult	£5.78	✓	*	*	*	*	£5.85	1.25 %	
Climbing Wall - Junior	£4.52	✓	*	*	*	*	£4.57	1.25 %	
Climbing Wall - registration	£5.57	✓	*	*	*	*	£5.64	1.25 %	
<b>Parties :-</b>									
Children's Activities									
Creche - 1 hour	£3.47	✓	*	*	*	*	£3.51	1.25 %	
- 2 hours	£5.88	✓	*	*	*	*	£5.96	1.25 %	
<b>Courses :-</b>									
Sports Course Junior - Dry	£7.50	✓	*	*	*	*	£7.59	1.25 %	
Swimming Lessons Junior - Wet	£8.50	✓	*	*	*	*	£8.61	1.25 %	SLM as per the contract are able to set the fees and charges for this
<b>Fitness Activities :-</b>									
Group Exercise (45min and 1 hr)	£6.99	✓	*	*	*	*	£7.07	1.25 %	
Group Exercise (30min)	£3.41	✓	*	*	*	*	£3.46	1.25 %	
Induction (1:1) - Adult	£27.00	✓	*	*	*	*	£27.34	1.25 %	
- Junior	£13.45	✓	*	*	*	*	£13.62	1.25 %	
Gym Casual use	£9.10	✓	*	*	*	*	£9.21	1.25 %	
60+ Gym	£3.30	✓	*	*	*	*	£3.34	1.25 %	
Gym Active teen (11 - 16yrs)	£3.30	✓	*	*	*	*	£3.34	1.25 %	
Three Rivers junior gym	£3.25	✓	*	*	*	*	£3.29	1.25 %	
GP Referral	£3.50	✓	*	*	*	*	£3.54	1.25 %	
Special w/out Groups (eg Parkinsons)	£2.24	✓	*	*	*	*	£2.27	1.25 %	
<b>Toning Chairs :-</b>									
1 session	£9.25	✓	*	*	*	*	£9.36	1.25 %	
6 sessions	£53.58	✓	*	*	*	*	£54.25	1.25 %	
12 sessions	£91.93	✓	*	*	*	*	£93.08	1.25 %	
Toning Chairs + special work out	£0.00	✓	*	*	*	*	£0.00		
Toning Chairs Induction	£10.30	✓	*	*	*	*	£10.42	1.25 %	
<b>Swimming :-</b>									
Adult	£5.00	✓	*	*	*	*	£5.06	1.25 %	This now includes sauna usage
Junior	£3.20	✓	*	*	*	*	£3.24	1.25 %	
60+	£2.40	✓	*	*	*	*	£2.43	1.25 %	
50+	£5.00	✓	*	*	*	*	£5.06	1.25 %	Propose to remove this option and have adults up until 60+
Under 3 (free)	£0.00	*	*	*	✓	*	£0.00		
Fun Session - Jr	£4.08	✓	*	*	*	*	£4.13	1.25 %	
Three Rivers Junior U19's	£3.31	✓	*	*	*	*	£3.35	1.25 %	
Three Rivers 60+	£2.40	✓	*	*	*	*	£2.43	1.38 %	
Shower /Admission - Adult	£2.37	✓	*	*	*	*	£2.40	1.25 %	
- Junior	£1.58	✓	*	*	*	*	£1.60	1.25 %	
Spectator	£0.00	✓	*	*	*	*	£0.00	NO CHANGE	
<b>Memberships (direct debits) :-</b>									
GP Ref DD	£27.00	✓	*	*	*	*	£27.00	NO CHANGE	
Toning Suite DD	£27.00	✓	*	*	*	*	£27.00	NO CHANGE	
Toning Suite add-on DD	£13.50	✓	*	*	*	*	£13.50	NO CHANGE	
Toning Suite Annual	£270.00	✓	*	*	*	*	£270.00	NO CHANGE	
Toning Suite Annual add on -	£135.00	✓	*	*	*	*	£135.00	NO CHANGE	
Total Fitness - Single	£42.95	✓	*	*	*	*	£42.95	NO CHANGE	Non core price
- Couple	£74.00	✓	*	*	*	*	£74.00	NO CHANGE	Non core price
- Annual (single)	£429.50	✓	*	*	*	*	£429.50	NO CHANGE	Non core price
- Annual (Joint)	£740.00	✓	*	*	*	*	£740.00	NO CHANGE	Non core price
Corporate Single Only - Monthly	£35.43	✓	*	*	*	*	£35.43	NO CHANGE	Non core price
- Annual	£354.30	✓	*	*	*	*	£354.30	NO CHANGE	Non core price
Junior Active - Monthly	£16.99	✓	*	*	*	*	£16.99	NO CHANGE	Non core price
- Annual	£169.90	✓	*	*	*	*	£169.90	NO CHANGE	Non core price
Total Fit 60+ - Monthly	£32.00	✓	*	*	*	*	£32.00	NO CHANGE	Non core price
- Annual	£320.00	✓	*	*	*	*	£320.00	NO CHANGE	Non core price
Total Fitness Joining Fee - Single	£40.00	✓	*	*	*	*	£40.00	NO CHANGE	Non core price
Splash Fitness (swim) - Monthly	£27.50	✓	*	*	*	*	£27.50	NO CHANGE	Non core price
- Annual	£275.00	✓	*	*	*	*	£275.00	NO CHANGE	Non core price
Gym 16-18 - Monthly	£19.99	✓	*	*	*	*	£19.99	NO CHANGE	Non core price
- Annual	£199.90	✓	*	*	*	*	£199.90	NO CHANGE	Non core price
Student and Concessions - Monthly	£32.00	✓	*	*	*	*	£32.00	NO CHANGE	Non core price
- Annual	£320.00	✓	*	*	*	*	£320.00	NO CHANGE	Non core price

## COMMUNITY SERVICES

### 2021/22 FEES & CHARGES PROPOSED FOR :-

#### LEISURE CENTRES - OPERATED BY SLM (Continued)

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; incl of VAT if applicable</b>									
Watford Borough Council - Monthly	£27.00	✓	✗	✗	✗	✗	£27.34	1.25 %	
- Annual	£270.00	✓	✗	✗	✗	✗	£273.38	1.25 %	
Watford Harriers - Monthly	£31.99	✓	✗	✗	✗	✗	£32.39	1.25 %	
- Annual	£310.00	✓	✗	✗	✗	✗	£313.88	1.25 %	
<b>Pool hire - standard charge :-</b>									
Watford Woodside - Main pool (4 lanes)	£63.00	✓	✗	✗	✗	✗	£63.79	1.25 %	
Watford Woodside - Main pool (whole)	£125.00	✓	✗	✗	✗	✗	£126.56	1.25 %	
Watford Central - Main pool (3 lanes)	£54.20	✓	✗	✗	✗	✗	£54.88	1.25 %	
Watford Central - Main pool (whole)	£108.50	✓	✗	✗	✗	✗	£109.86	1.25 %	
<b>Pool hire - Club / School rate :-</b>									
We have agreed to hold Club rates for 2 years									
Watford Woodside - Main pool (4 lanes)	£54.00	✓	✗	✗	✗	✗	£54.68	1.25 %	
Watford Woodside - Main pool (whole)	£108.21	✓	✗	✗	✗	✗	£109.56	1.25 %	
Watford Central - Main pool (3 lanes)	£47.65	✓	✗	✗	✗	✗	£48.25	1.25 %	
Watford Central - Main pool (whole)	£94.19	✓	✗	✗	✗	✗	£95.36	1.25 %	

#### BUDGET POSITION SUMMARY - LEISURE CENTRES

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/2022	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
DLM000-I0630 - Service Provider	(1,065,227)	(1,065,227)	(1,065,227)	NO CHANGE	
DLM000-I0630-WJ0079 - Service Provider West Herts College	(650)	(650)	(650)	NO CHANGE	
	(1,065,877)	(1,065,877)	(1,065,877)		

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
WASTE SERVICES INCLUDING TRADE WASTE**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope &amp; exclusive of VAT</b>									
<b>TRADE WASTE</b>									
1100L Euro bin									
Container per empty (Schools/Charities)	£11.50	*	✓	✓	*	✓	£11.85	3.00 %	Shared income 8.2% to WBC
1100L Euro bin hire	£2.20	*	✓	✓	*	✓	£2.30	4.55 %	Shared income 8.2% to WBC
Container per empty (recycling) (schools)	£10.35	*	✓	✓	*	✓	£10.65	2.90 %	Shared income 8.2% to WBC
940L Chamberlain bin Container									
Container per empty (Schools/Charities)	£10.35	*	✓	✓	*	✓	£10.65	2.90 %	Shared income 8.2% to WBC
660L Euro bin container									
Container per empty (Schools/Charities)	£9.30	*	✓	✓	*	✓	£9.60	3.23 %	Shared income 8.2% to WBC
360L wheeled bins									
Container per empty (Schools/Charities)	£7.85	*	✓	✓	*	✓	£8.10	3.18 %	Shared income 8.2% to WBC
240L Wheeled bins									
Container per empty (Schools/Charities)	£6.55	*	✓	✓	*	✓	£6.75	3.00 %	Shared income 8.2% to WBC
240L / 140 L wheeled bin (Schools/Charities)									
Standard charge per garden waste bin	£45.00	*	✓	✓	*	✓	£45.00	NO CHANGE	WBC income
240L / 140 L wheeled bin (Schools/Charities)									
Charge per garden waste bin for customers paying by Direct Debit (DD)	£40.00	*	✓	✓	*	✓	£40.00	NO CHANGE	WBC income
140L wheeled bin									
Container per empty (food waste) (Schools/Charities)	FREE	*	✗	✗	✓	✗	FREE		
23L food caddy									
Container per empty (food waste) (Schools/Charities)	FREE	*	✗	✗	✓	✗	FREE		
<b>ADDITIONAL DOMESTIC COLLECTION SCENARIO</b>									
1100L Euro bin									
Container per empty	£11.40	*	✓	✓	*	✓	£14.25	25.00 %	Extra service offered to Managing Agents. Increased to 25% in anticipation of fortnightly waste collections in flats (Feb 21). May see an increased demand for chargeable weekly collections which will be scattered around the
660L Euro bin container									
Container per empty	£9.30	*	✓	✓	*	✓	£11.63	25.00 %	Veolia income
240L Wheeled bins									
Container per empty	£6.55	*	✓	✓	*	✓	£8.19	25.00 %	Veolia income
<b>DOMESTIC WASTE</b>									
Delivery of recycling boxes and wheeled bins	£6.00	*	✗	✓	*	✗	£6.20	3.33 %	Veolia income
Collection of recycling boxes, wheeled bins, food caddy, kitchen caddy		*	✗	✓	*	✗	£6.20		NEW
<b>DOMESTIC SACKS</b>									
Excess Waste Sack	£2.75	*	✓	✗	*	✗	£2.75	NO CHANGE	Veolia and CSC income
Nappy Sack	£0.55	*	✓	✗	*	✗	£0.55	NO CHANGE	Veolia and CSC income
2nd class delivery of individual sacks							£0.70		Veolia and CSC income
<b>GARDEN WASTE BIN CHARGE - NEW CHARGE FROM 20/21</b>									
240L / 140 L wheeled bin									
Standard charge per garden waste bin	£45.00	*	✓	✓	*	✓	£45.00	NO CHANGE	WBC income
240L / 140 L wheeled bin									
Charge per garden waste bin for customers paying by Direct Debit (DD)	£40.00	*	✓	✓	*	✓	£40.00	NO CHANGE	WBC income
240L / 140 L wheeled bin									
Concessionary rate per garden waste bin	£35.00	*	✓	✓	*	✓	£35.00	NO CHANGE	WBC income
<b>Compostable liners (roll of 52)</b>									
	£2.55						£2.60	1.96 %	Veolia and CSC income
<b>2nd class delivery of liners</b>									
	£1.50						£1.50	NO CHANGE	Veolia and CSC income

**CHARGES TO DEVELOPERS FOR WASTE CONTAINERS**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	COMMENTS
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>WASTE BINS FOR NEW DEVELOPMENTS</b>									
Euro 660 litre residual bin	£280.00						£290.00	3.57 %	Veolia income
Euro 1100 litre residual bin	£305.00						£315.00	3.28 %	Veolia income
Euro 1100 litre recycling bin	£305.00						£315.00	3.28 %	Veolia income
240 litre bins	£30.00						£30.90	3.00 %	Veolia income
140 litre bins	£30.00						£30.90	3.00 %	Veolia income
Food bins (external) 23 litre	£10.00						£10.30	3.00 %	Veolia income
Food caddies (internal)	£8.00						£8.25	3.13 %	Veolia income
<b>CHARGES TO EMPTY CONTAMINATED BINS</b>									
Euro 660 and 1100 litre bins	£90.00						£92.70	3.00 %	Veolia income
240 litre bin	£68.00						£70.00	2.94 %	Veolia income
*New lines for charging									

**BUDGET POSITION SUMMARY - WASTE SERVICES INCLUDING TRADE WASTE**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
KMG000-I0113 - Sales of Paper	0	0		NO CHANGE	
KMH000-I0706 - Green Bin Charges	(334,000)	(484,000)	(484,000)	45	
<b>FEES &amp; CHARGES</b>					
KMD000-I0531 WJ0371 - Fees - Trade Refuse	0	0	0	NO CHANGE	
KMD000-I0531 WJ0505 - Veolia Unspecified	(4,160)	(4,160)	(4,160)	NO CHANGE	
KME000-I0537 WJ0082 - Misc Fees & Charges (TRDC)	(2,400)	(2,400)	(2,400)	NO CHANGE	
KMG000-I0538 - Recycling Textiles	(5,500)	(5,500)	(5,500)	NO CHANGE	
KMH000-I0537 WJ0082 - Misc Fees & Charges (TRDC)	(8,400)	(8,400)	(8,400)	NO CHANGE	
	(354,460)	(504,460)	(504,460)	42	

**COMMUNITY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
SPECIAL COLLECTIONS & STREET CLEANSING**

*Prices quoted below are exclusive of VAT*

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Where Commercial Special Collections are made, the charge would be subject to VAT at the Standard rate</b> <b>Where Household Special Collections are made, the charge would be Outside Scope for VAT purposes</b>									
<b>SPECIAL COLLECTIONS</b>									
Up to four bulky Items *									
Up to 3 bulky items	£31.00	*	*	✓	*	*	£32.00	3.23 %	WBC Income
Each additional bulky item :-									
White Goods	£31.00	*	*	✓	*	*	£32.00	3.23 %	WBC Income
Other bulky/garden clearance collections and disposal minimum charge	£77.25	*	*	✓	*	*	£80.00	3.56 %	WBC Income
Hazardous Waste* (TV/Electrical)	£33.00	*	*	✓	*	*	£34.00	3.03 %	WBC Income
American fridge freezer	£57.00	*	*	✓	*	*	£58.70	2.98 %	WBC Income
<b>ABANDONED SHOPPING TROLLEY (Non prescribed statutory charges) (Outside Scope for VAT)</b>									
<b>Seizure</b>									
From highway & open spaces - per trolley	£36.05	✓	✓	*	*	✓	£37.20	3.19 %	
From river/riverside areas - per trolley	£49.45	✓	✓	*	*	✓	£51.00	3.13 %	
From private land - per trolley	£56.65	✓	✓	*	*	✓	£58.50	3.27 %	
<b>Storage</b>									
Trolleys not collected within the statutory 6 week disposal notice period - per trolley	£7.85	✓	✓	*	*	✓	£8.10	3.18 %	
<b>ABANDONED SHOPPING TROLLEY (Non statutory charges) (Standard Rated for VAT)</b>									
Requested return delivery charge - per trolley		✓	✓	*	*	*		NO CHANGE	
<b>GRAFFITI &amp; FLY POSTER REMOVAL (Statutory Duty - Outside Scope for VAT) (Non Statutory Duty - Standard Rated for VAT)</b>									
<b>GRAFFITI REMOVAL</b>									
Removal from private Property up to 2 sqm	£37.35	✓	✓	*	✓	*	£38.50	3.08 %	
Removal from private Property additional sqm's	£18.55	✓	✓	*	✓	*	£19.10	2.96 %	
Removal - any type affixed 2.4 m above ground level		✓	✓	*	✓	*		NO CHANGE	
<b>FLYPOSTER REMOVAL</b>									
Removal - minimum each - tied or clamped on	£24.00	✓	✓	*	✓	*	£24.80	3.33 %	
Removal - minimum each - glued on/self adhering	£42.85	✓	✓	*	✓	*	£44.20	3.15 %	
Removal - any type affixed 2.4 m above ground level quotation		✓	✓	*	✓	*			

**BUDGET POSITION SUMMARY - SPECIAL COLLECTIONS & STREET CLEANSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
KMF000-I0532 - WJ0327 Fees - Bulky Domestic	(43,930)	(43,930)	(43,930)	NO CHANGE	
KSC000-I0537 - Miscellaneous Fees & Charges - WJ0082 (TRDC)	(7,200)	(7,200)	(7,200)	NO CHANGE	
	(51,130)	(51,130)	(51,130)	NO CHANGE	

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-**

**ARTS, EVENTS & HERITAGE**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Exempt from VAT</b>									
Workshops	£8.50	*	✓	*	*	*	£8.80	3.53 %	
Ghost walks	£8.50	*	✓	*	*	*	£8.80	3.53 %	
High street trail	£5.00	*	✓	*	*	*	£5.00	NO CHANGE	
Study day	£20.00	*	✓	*	*	*	£21.00	5.00 %	
Group talk or trail	£5.00	*	✓	*	*	*	£5.00	NO CHANGE	
Community use of one space (per hour) days	£20.00	*	✓	*	*	*	£20.00	NO CHANGE	
Community use of one space (per hour) eve *	£35.00	*	✓	*	*	*	£36.00	2.86 %	
Community use of one space (per hour) Sun *	£45.00	*	✓	*	*	*	£47.00	4.44 %	
Private/commercial (per hour) days	£45.00	✓	*	*	*	*	£47.00	4.44 %	
Private/commercial (per hour) eve *	£55.00	✓	*	*	*	*	£57.00	3.64 %	
Private/commercial (per hour) Sun *	£85.00	✓	*	*	*	*	£88.00	3.53 %	
* Additional charge for staff time applicable (charged @ £30 per hour x 2 staff)									
<b>Standard rated &amp; inclusive of VAT</b>									
Percentage share to Museum on artist sales	33%	✓	*	*	*	*	33%	NO CHANGE	
Percentage share to Museum on foyer sales	12%	✓	*	*	*	*	12%	NO CHANGE	
Photocopying per sheet	£0.20	*	✓	*	*	*	£0.20	NO CHANGE	
Museum digitised images (per image)	£6.50	*	✓	*	*	*	£7.00	7.69 %	
Museum digitised images CD charge	£5.00	*	✓	*	*	*	£6.00	20.00 %	
Museum un digitised images incurring an hourly scanning rate	£17.50	*	✓	*	*	*	£20.00	14.29 %	
Reproduction image one country one language (non commercial)	£35.00	✓	*	*	*	*	£40.00	14.29 %	
Reproduction Image world right inc web (non commercial)	£45.00	✓	*	*	*	*	£50.00	11.11 %	
Reproduction image one country one language (commercial)	£65.00	✓	*	*	*	*	£70.00	7.69 %	
Reproduction image world right inc web (commercial)	£90.00	✓	*	*	*	*	£100.00	11.11 %	
<b>Where the filming company is given exclusive rights to a defined area and they can exclude others from access, the income is 'Exempt' from VAT. This is subject to an 'option to tax' not being in force. Admin fees for VAT purposes would follow the same treatment as the main supply.</b>									
<b>Where the filming company is given no exclusivity and cannot exclude others from access, the income is treated as 'Standard rated'. Admin fees for VAT purposes would follow the same treatment as the main supply.</b>									
On street and non-council land	£180.00	✓	*	*	*	*	£185.00	2.78 %	
Town Hall (per hour)	£225.00	✓	*	*	*	*	£235.00	4.44 %	
Town Hall over (7+hrs)	£1,600.00	✓	*	*	*	*	£1,650.00	3.13 %	
Parks and other council land/property (per hour)	£175.00	✓	*	*	*	*	£180.00	2.86 %	
Parks and other council land/property (7+hrs)	£1,600.00	✓	*	*	*	*	£1,650.00	3.13 %	
Students	£0.00	*	*	*	✓	*	£0.00	NO CHANGE	
Use of KGV Car Park	£500.00	✓	*	*	*	*	£525.00	5.00 %	

**BUDGET POSITION SUMMARY - ARTS, EVENTS & HERITAGE**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
DEA000-I0101 - Miscellaneous Sales	(3,000)	(3,000)	(3,000)	NO CHANGE	
DEA000-I0118 - Sales Exhibitions	(2,500)	(2,500)	(2,500)	NO CHANGE	
DEA000-I0118 WJ0146 - Exhibition Donations	(1,000)	(1,000)	(1,000)	NO CHANGE	
<b>FEES &amp; CHARGES</b>					
DDI000-I0661- WJ0332 - Catering & Food Vendors	(3,500)	(3,500)	(3,500)	NO CHANGE	
DDI000-I0697 - Filming Income	(15,000)	(15,000)	(15,000)	NO CHANGE	
	(25,000)	(25,000)	(25,000)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>Taxi &amp; Private Hire Vehicle Licences</b>									
Annual Vehicle Licence - Initial Application	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application(wholly elect	£117.50	*	✓	✓	*	*	£117.50	NO CHANGE	
Annual Vehicle Licence - Initial Application (Limd	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Initial Application (Coul	£235.00	*	✓	*	*	*	£235.00	NO CHANGE	
Annual Vehicle Licence - Renewal	£225.00	*	✓	*	*	*	£225.00	NO CHANGE	
Annual Vehicle Licence - Renewal (wholly electic	£112.50	*	✓	✓	*	*	£112.50	NO CHANGE	
Transfer of vehicle ownership (payable by buyer	£17.50	*	✓	*	*	*	£18.00	2.86 %	
Taximeter tests	£17.50	*	✓	*	*	*	£18.00	2.86 %	
Replacement vehicle plates	£21.00	*	✓	*	*	*	£21.00	NO CHANGE	
Optional plate fitting brackets	£21.00	*	✓	*	*	*	£21.00	NO CHANGE	
Compulsory door signs for hackney carriages (v	£10.50	*	✓	*	*	*	£10.50	NO CHANGE	
Compulsory door signs for hackney carriages (m	£20.50	*	✓	*	*	*	£20.50	NO CHANGE	
Advertising approval on hackney carriages (aget	£150.00	*	✓	*	*	*	£154.50	3.00 %	
Advertising approval per hackney carriage	£50.00	*	✓	*	*	*	£51.50	3.00 %	
Advertising approval (Licensing Committee refer	£250.00	*	✓	*	*	*	£257.50	3.00 %	
Private Hire Operators - initial application (5 yrs)	£771.00	*	✓	*	*	*	£771.00	NO CHANGE	
Private Hire Operators - renewal (5 yrs)	£769.00	*	✓	*	*	*	£769.00	NO CHANGE	
Driver Licences - initial application (3 yrs)	£329.00	*	✓	*	*	*	£329.00	NO CHANGE	
Driver Licences - renewal application (3 yrs)	325	*	✓	*	*	*	£325.00		
Theory Knowledge Test	£102.00	*	✓	*	*	*	£105.00	2.94 %	
Repeat Knowledge Test with Training	£70.00	*	✓	*	*	*	£72.00	2.86 %	
Repeat Knowledge Test (Test Only)	£31.50	*	✓	*	*	*	£32.50	3.17 %	
Replacement drivers badges	£18.00	*	✓	*	*	*	£18.50	2.78 %	
Duplicate documents	£18.00	*	✓	*	*	*	£18.50	2.78 %	
Driver change of address	£7.00	*	✓	*	*	*	£7.20	2.86 %	
<b>Street Trading</b>									
Street Trading Consent (per annum)	£500.00	*	✓	*	*	*	£515.00	3.00 %	
Street Trading Consent (per annum) - Vicarage	£500.00	*	✓	*	*	*	£515.00	3.00 %	
Street Trading Consent daily rate (if less than one year)	£22.65	*	✓	*	*	*	£23.30	2.87 %	
Street Trading Consent (Town Centre Markets per stall per day, waived for charitable etc stalls)	£22.65	*	✓	*	*	*	£23.30	2.87 %	
<b>Permit for Tables &amp; Chairs on the Highway</b>									
Initial application (1 year permit)	£397.00	*	✓	*	*	*	£409.00	3.02 %	
Renewal of annual permit	£108.00	*	✓	*	*	*	£111.00	2.78 %	
Limited duration pavement licence	£100.00	*	✓	*	*	✓	£100.00	NO CHANGE	
<b>Free Printed Matter Distribution</b>									
First distributor	£54.00	*	✓	*	*	*	£55.50	2.78 %	
Each additional distributor	£32.50	*	✓	*	*	*	£33.50	3.08 %	
Additional fee for each distributor between 1700 and 0900	£21.50	*	✓	*	*	*	£22.00	2.33 %	

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
EGA000-I0101 - Miscellaneous Sales	(2,500)	(2,500)	(2,500)	NO CHANGE	
<b>FEES &amp; CHARGES</b>					
EGA000-I0541 - Drivers' Licences (Private Hire)	(12,000)	(12,000)	(12,000)	NO CHANGE	3 year licence
EGA000-I0542 - Vehicle Licences (Private Hire)	(37,500)	(37,500)	(28,000)	-25.33 %	
EGA000-I0543 - Operator Licences (Private Hire)	(1,500)	(1,500)	(2,300)	53.33 %	
EGA000-I0545 - Drivers' Licences (Hackney Car	(33,000)	(33,000)	(55,000)	66.67 %	3 year licence
EGA000-I0546 - Vehicle Licences (Hackney Car	(62,000)	(62,000)	(56,000)	-9.68 %	reduction in vehicles
EGA000-I0548 - Fees - Drivers' Tests	(4,000)	(4,000)	(4,000)	NO CHANGE	
EGA000-I0549 - Fees - Record Transfers	(500)	(500)	(500)	NO CHANGE	
	(153,000)	(153,000)	(160,300)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)**

*Prices quoted below are exclusive of VAT*

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>Sex Establishment Licence</b>									
Grant of Licence	£545.00	*	✓	*	*	*	£561.00	2.94 %	
Annual renewal fee	£136.00	*	✓	*	*	*	£140.00	2.94 %	
<b>Sexual Entertainment Venue Licence</b>									
Application for grant of licence	£648.00	*	✓	*	*	*	£667.00	2.93 %	
Renewal of licence	£239.00	*	✓	*	*	*	£246.00	2.93 %	
Major variations (at officer's discretion)	£524.00	*	✓	*	*	*	£539.00	2.86 %	
Minor variations (at officer's discretion)	£115.50	*	✓	*	*	*	£119.00	3.03 %	
<b>Skin Piercing</b>									
Operator (each)	£54.00	*	✓	*	*	*	£55.50	2.78 %	
Premises	£173.00	*	✓	*	*	*	£178.00	2.89 %	
<b>Animal Welfare Licensing (New applications excl. veterinary fees)</b>									
Day care residential	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Day care commercial	£214.00	*	✓	*	*	*	£220.00	2.80 %	
Breeding residential	£186.00	*	✓	*	*	*	£191.00	2.69 %	
Breeding commercial	£214.00	*	✓	*	*	*	£220.00	2.80 %	
Home boarding	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Kennels	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Cattery	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Hiring Horses	£248.50	*	✓	*	*	*	£255.00	2.62 %	
Pet Vending Commercial	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Pet Vending Small / domestic	£166.00	*	✓	*	*	*	£171.00	3.01 %	
Exhibiting of Animals Commercial	£228.00	*	✓	*	*	*	£235.00	3.07 %	
Exhibiting of Animals Domestic	£166.00	*	✓	*	*	*	£171.00	3.01 %	
<b>Animal Welfare Licensing (renewals excl. veterinary fees)</b>									
Day care residential	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Day care commercial	£176.00	*	✓	*	*	*	£181.00	2.84 %	
Breeding residential	£148.50	*	✓	*	*	*	£153.00	3.03 %	
Breeding commercial	£176.00	*	✓	*	*	*	£181.00	2.84 %	
Home boarding	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Kennels	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Cattery	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Hiring Horses	£210.50	*	✓	*	*	*	£216.00	2.61 %	
Pet Vending Commercial	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Pet Vending Small / domestic	£128.00	*	✓	*	*	*	£131.50	2.73 %	
Exhibiting of Animals Commercial	£190.00	*	✓	*	*	*	£195.00	2.63 %	
Exhibiting of Animals Domestic	£128.00	*	✓	*	*	*	£131.50	2.73 %	
<b>Scrap metal Dealers</b>									
Grant of Licence	£260.00	*	✓	*	*	*	£268.00	3.08 %	
Renewal of Licence	£202.00	*	✓	*	*	*	£208.00	2.97 %	
Variation of Licence	£53.50	*	✓	*	*	*	£55.00	2.80 %	
Change of Name	£53.50	*	✓	*	*	*	£55.00	2.80 %	
Change of Site	£53.50	*	✓	*	*	*	£55.00	2.80 %	
<b>A request for a DBS check would be subject to VAT at the Standard rate.</b>									
<b>A request for a DBS check which forms part of a Licence application would be Outside Scope for VAT purposes.</b>									
<b>DBS checks</b>									
Disclosure & Barring Service check for selected licences	£40.00	*	*	*	*	✓	£40.00	NO CHANGE	Fee set by Disclosure & Barring Service
Fee charged by processing company.	£10.80	*	✓	*	*	*	£10.80	NO CHANGE	Admin Fee set by processing company

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EBL000-I0559 - Motor Salvage Operator	0	0	0	NO CHANGE	
ECE000-I0578 - Skin Piercing / Tattooing	(1,000)	(1,000)	(4,000)	300.00 %	increased demand
ECJ000-I0502 - Training Course Fees	(5,000)	(5,000)	(2,500)	-50.00 %	change in demand. Focus on consultancy and other commercial service such as Primary authority.
ECJ000-I0689 - Food Certificates	(15,000)	(15,000)	(15,000)	NO CHANGE	could change significantly dependent on Brexit
EGA000-I0551 - Fees-Criminal Records Bureau	(7,500)	(7,500)	(10,000)	33.33 %	relative to applications reduced demand and new licences issued to sept 2021
EGD000-I0558-WJ0108 - Fees - Street Trading - Pavement Licences	(3,000)	(3,000)	(1,600)	-46.67 %	
EGE000-I0556 - Other Licences (incl Sex Establishment)	(370)	(370)	(370)	NO CHANGE	
	(31,870)	(31,870)	(33,470)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>GAMBLING ACT 2005</b>									
<b><u>New applications</u></b>									
Bingo	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Betting (off-course)	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Betting (track)	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Adult Gaming Centre	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Family Entertainment Centre	£912.00	*	✓	*	*	*	£940.00		
Family Entertainment Centre with permit	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
Licensed Premises Gaming Machine Notification	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine Notification permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Club Gaming Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Club Gaming Machine Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Small society lottery	£40.00	*	*	*	*	✓	£40.00	NO CHANGE	
Prize Gaming Permit	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
<b><u>Miscellaneous fees</u></b>									
Duplicate licences	£25.00	*	✓	*	*	*	£25.00	NO CHANGE	Already at statutory maximum
Change of circumstances	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	Already at statutory maximum
Provisional statements	£848.00	*	✓	*	*	*	£875.00	3.18 %	
Transfer of licence re-instatement of licence	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Variation of licence	£912.00	*	✓	*	*	*	£940.00	3.07 %	
Change of name of prize gaming or entertainment centre permit	£25.00	*	*	*	*	✓	£25.00	NO CHANGE	
copy of prize gaming or family	£25.00	*	*	*	*	✓	£25.00		
copy of family entertainment centre permit	£15.00	*	*	*	*	✓	£15.00	NO CHANGE	

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>GAMBLING ACT 2005</b>									
<b>Annual Fee</b>									
Bingo	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Betting (off-course)	£489.00	*	✓	*	*	*	£489.00	NO CHANGE	
Betting (track)	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Adult Gaming Centre	£1,000.00	*	✓	*	*	*	£1,000.00	NO CHANGE	set at statutory maximum
Family Entertainment Centre	£750.00	*	✓	*	*	*	£750.00	NO CHANGE	set at statutory maximum
Family Entertainment Centre with permit	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	set at statutory maximum
Licensed Premises Gaming Machine Notifica	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Licensed Premises Gaming Machine permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Club Gaming Permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Club Gaming Machine Permit	£50.00	*	*	*	*	✓	£50.00	NO CHANGE	
Small society lottery	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
Prize Gaming Permit	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	
<b>Licensing Act 2003</b>									
<b>(Statutory fees)</b>									
<b>Premises Licence/Club Premises Application fees</b>									
Rateable value £0-4300	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
Rateable value £ 4301 - £33,000	£190.00	*	*	*	*	✓	£190.00	NO CHANGE	
Rateable value £ 33,001 - £ 87,000	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Rateable value £87001 - £125,000	£450.00	*	*	*	*	✓	£450.00	NO CHANGE	
Rateable value £125,001 and above	£635.00	*	*	*	*	✓	£635.00	NO CHANGE	
<b>Premises Licence/Club Premises Annual Fees</b>									
Rateable value £0- £4300	£70.00	*	*	*	*	✓	£70.00	NO CHANGE	
Rateable value £ 4301 - £33,000	£180.00	*	*	*	*	✓	£180.00	NO CHANGE	
Rateable value £ 33,001 - £ 87,000	£295.00	*	*	*	*	✓	£295.00	NO CHANGE	
Rateable value £87001 - £125,000	£320.00	*	*	*	*	✓	£320.00	NO CHANGE	
Rateable value £125,001 and above	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
Replacement licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Application for provisional licence	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Change of licence details (name or address)	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Variation of designated premises supervisor	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Transfer of premises licence	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Interim authority notice	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Variation of designated premises supervisor	£23.00	*	*	*	*	✓	£23.00	NO CHANGE	
Variation of premises	£315.00	*	*	*	*	✓	£315.00	NO CHANGE	
Minor variation of premises	£89.00	*	*	*	*	✓	£89.00	NO CHANGE	
Notification of change of name or club rules	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Change of relevant registered address of club	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Temporary event notice	£21.00	*	*	*	*	✓	£21.00	NO CHANGE	
Replacement temporary event notice	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Application for personal licence	£37.00	*	*	*	*	✓	£37.00	NO CHANGE	
Replacement personal licence	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Notification of change of name etc for person	£10.50	*	*	*	*	✓	£10.50	NO CHANGE	
Entry on freeholder register	£21.00	*	*	*	*	✓	£21.00	NO CHANGE	

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EGB000-I0553 WJ0090 - LA 2003 Prem Lic	(2,000)	(2,000)	(1,000)	-50.00 %	
EGB000-I0553 WJ0091 - LA 2003 Prem Lic	(75,000)	(75,000)	(65,000)	-13.33 %	reflective of business closures anticipated
EGB000-I0553 WJ0092 - LA 2003 Prem Lic	(1,000)	(1,000)	(1,000)	NO CHANGE	
EGB000-I0553 WJ0093 - LA 2003 Prem Lic	(500)	(500)	(500)	NO CHANGE	
EGB000-I0553 WJ0095 - LA 2003 Club Cert Annual Fee	(2,670)	(2,670)	(2,670)	NO CHANGE	current premises
EGB000-I0553 WJ0098 - LA 2003 Personal Licences App Fee	(1,500)	(1,500)	(1,500)	NO CHANGE	
EGB000-I0553 WJ0099 - LA 2003 Personal Licences Misc Fee	(300)	(300)	(300)	NO CHANGE	
EGB000-I0553 WJ0100 - LA 2003 Temp Event Notices App Fee	(1,500)	(1,500)	(1,000)	-33.33 %	fewer TENS in recent years
EGC000-I0552 - GA 2005 Registration Fees	(1,600)	(1,600)	(1,600)	NO CHANGE	
EGC000-I0554 - Fees - Amusement Machines	(800)	(800)	(750)	-6.25 %	
EGC000-I0557 WJ0102 - GA 2005 Adult Gaming Centres	(1,082)	(1,082)	(1,082)	NO CHANGE	
EGC000-I0557 WJ0103 - GA 2005 Betting Shops	(8,075)	(8,075)	(8,300)	2.79 %	current premises
EGC000-I0557 WJ0104 - GA 2005 Clubs	(350)	(350)	(350)	NO CHANGE	
EGC000-I0557 WJ0106 - GA 2005 Bingo	(1,000)	(1,000)	(1,000)	NO CHANGE	
	(97,377)	(97,377)	(86,052)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
<b>Standard rated &amp; inclusive of VAT</b>								
<b>Pest Control</b>								
Note commercial treatments quoted individually on request								
<b>Pest control treatment for residential properties :-</b>								
<b>NOTE : Fees are inclusive of VAT</b>								
<b>Rats &amp; Mice</b>								
NOTE : Fees are inclusive of VAT								
Rats (max 3 visits)	£65.00	x	x	✓	x	£67.00	3.08 %	
Rats Concession (max 3 visits)	£16.50	x	x	✓	x	£17.00	3.03 %	
Rats (repeat visits - not following advice) (max 3 visits)	£108.00	x	x	✓	x	£111.00	2.78 %	
Rats (repeat visits, not following advice)(Concession) (max 3 visits)	£33.00	x	x	✓	x	£34.00	3.03 %	
Rats HMO (max 3 visits)	£163.00	x	x	✓	x	£168.00	3.07 %	
Mice(inside) (max 3 visits)	£65.00	x	x	✓	x	£67.00	3.08 %	
Mice(inside) Concession (max 3 visits)	£16.50	x	x	✓	x	£17.00	3.03 %	
Mice(inside) (repeat visits - not following advice) (max 3 visits)	£108.00	x	x	✓	x	£111.00	2.78 %	
Mice(inside) (repeat visits, not following advice)(Concession) (max 3 visits)	£33.00	x	x	✓	x	£34.00	3.03 %	
Mice(inside) HMO (max 3 visits)	£163.00	x	x	✓	x	£168.00	3.07 %	
<b>Wasps/Honets Nests</b>								
Single nest	£50.00	x	✓	x	x	£50.00	NO CHANGE	Would be uncompetitive.
Single nest concession	£25.00	x	x	✓	x	£25.00	NO CHANGE	
Each additional nest treated at the same time	£16.00	x	✓	x	x	£16.00	NO CHANGE	competition
Each additional nest treated at the same time concession	£8.00	x	x	✓	x	£8.00	NO CHANGE	competition
<b>Fleas</b>								
<b>Fleas - Upto and inc 3 bed house (per visit)</b>	£92.00	x	x	✓	x	£95.00	3.26 %	
>3 bed house	£103.00	x	x	✓	x	£106.00	2.91 %	
Concessionary Rate	£24.00	x	x	✓	x	£24.50	2.08 %	
>3 bed house	£36.00	x	x	✓	x	£37.00	2.78 %	
Fleas - per visit HMO	£216.00	x	✓	x	x	£222.00	2.78 %	
<b>Cockroaches</b>								
Cockroaches	£86.00	x	✓	x	x	£88.50	2.91 %	
Cockroaches Concession	£43.00	x	x	✓	x	£44.25	2.91 %	
Cockroaches HMO	£195.00	x	✓	x	x	£201.00	3.08 %	
<b>Bedbugs</b>								
Bed bugs- Upto and inc 3 bed house (per visit)	£120.00	x	✓	x	x	£123.50	2.92 %	
>3 beds	£145.00	x	x	✓	x	£149.00	2.76 %	
Bed Bugs Concession	£48.00	x	x	✓	x	£48.00	NO CHANGE	
>3 beds	£60.00	x	✓	x	x	£60.00	NO CHANGE	
Bed bugs HMO	£240.00	x	✓	x	x	£247.00	2.92 %	
Squirrels(internal only, 3 visits )	£160	x	✓	x	x	£165.00	3.13 %	
Glis Glis								
Annual charge	£422			✓		£435.00	3.01 %	
Annual charge concession	£80			✓		£82.00	2.50 %	
Weekly treatment - Daily (mon- Fri)	134					£138.00	2.99 %	
<b>Ants (pharaoh only)</b>								
Ants	£105.00	x	✓	x	x	£105.00	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Ants concession	£52.50	x	✓	x	x	£52.50	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
<b>Other insects (Inside)</b>								
Other insects (Inside)	£105.00	x	✓	x	x	£105.00	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Other insects (Inside) Concession	£52.50	x	✓	x	x	£52.50	NO CHANGE	Low numbers and already a high cost and increase would not be competitive. .
Advice visit to identify pest.	£30.00	x	✓	x	x	£30.00	NO CHANGE	low numbers , keep cost low to encourage ID then treatment rather than book incorrect treatment and have to cancel/refund.
Advice visit to identify pest (Concession).	£15.00	x	✓	x	x	£15.00	NO CHANGE	low numbers , keep cost low to encourage ID then treatment rather than book incorrect treatment and have to cancel/refund.

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EFG000-10562 - Wasps Nests	(5,500)	(5,500)	(6,500)	18.18 %	demand led and weather dependent
EFG000-10563 - Pest Control Contracts	(15,000)	(15,000)	(15,000)	NO CHANGE	uncertain given business economic challenges
EFG000-10565 - Other Pests	(5,150)	(5,150)	(4,000)	-22.33 %	
EFG000-10566 - Animal Fleas	(670)	(670)	(350)	-47.76 %	
EFG000-10567 - Rats & Mice	(12,360)	(12,360)	(13,500)	9.22 %	dependent on covid not impacting treatments from April
	(38,680)	(38,680)	(39,350)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
ENVIRONMENTAL HEALTH & LICENSING (continued)**

*Prices quoted below are exclusive of VAT*

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
Where an <b>agreement is in place</b> , the charge would be subject to VAT at the Standard rate.									
Where an <b>agreement is NOT in place</b> , the charge would be Outside Scope for VAT purposes.									
<b>STRAY DOGS</b> Stray dogs fine (set by statute)	£25.00	*	*	*	*	£25.00	NO CHANGE		
<b>1st Day Kennelling charge &amp; administration</b>	£83.00	*	*	✓	*	£85.00	2.41 %		
Concessionary rate	£41.50	*	*	✓	*	£42.50	2.41 %		
<b>Additional daily Kennel Charges</b>	£12.50	*	*	✓	*	£12.85	2.80 %		
Concessionary rate	£6.25	*	*	✓	*	£6.42	2.72 %		

**BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH & LICENSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
EFC000-I0555 - Pet/Dog Breeding/Game Dealers	(300)	(300)	(300)	NO CHANGE	Increased microchipping has resulted in less dogs being held in the kennels. Review of kennels contract in 21/22 seeks to recover significant savings.
EFC000-I0568 - Income from Kennelling	(2,100)	(2,100)	(800)	-61.90 %	
	(2,400)	(2,400)	(1,100)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22  
ENVIRONMENTAL ABANDONED VEHICLES**

*Prices quoted below are exclusive of VAT*

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
<b>ABANDONED VEHICLES (Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)</b>									
<b>Removal of vehicle on road not substantially damaged, or 2 wheeled vehicle on or off road</b>									
equal to or less than 3.5 tonnes	£150.00	*	*	*	*	✓	£150.00	NO CHANGE	
exceeding 3.5 tonne but less than 7.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 7.5 tonnes	£350.00	*	*	*	*	✓	£350.00	NO CHANGE	
<b>Removal of vehicle on road substantially damaged excluding 2 wheeled vehicle</b>									
equal to or less than 3.5 tonnes	£250.00	*	*	*	*	✓	£250.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£650.00	*	*	*	*	✓	£650.00	NO CHANGE	
exceeding 7.5 tonnes *	£2,000.00	*	*	*	*	✓	£2,000.00	NO CHANGE	
<b>Removal of vehicle off road not substantially damaged excluding 2 wheeled vehicle</b>									
equal to or less than 3.5 tonnes	£200.00	*	*	*	*	✓	£200.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£400.00	*	*	*	*	✓	£400.00	NO CHANGE	
exceeding 7.5 tonnes*	£1,000.00	*	*	*	*	✓	£1,000.00	NO CHANGE	
<b>Removal of vehicle off road substantially damaged excluding 2 wheeled vehicle</b>									
equal to or less than 3.5 tonnes	£300.00	*	*	*	*	✓	£300.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£850.00	*	*	*	*	✓	£850.00	NO CHANGE	
exceeding 7.5 tonnes *	£3,000.00	*	*	*	*	✓	£3,000.00	NO CHANGE	
<b>Storage charge per day</b>									
equal to or less than 3.5 tonnes	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£25.00	*	*	*	*	✓	£25.00	NO CHANGE	
exceeding 7.5 tonnes	£30.00	*	*	*	*	✓	£30.00	NO CHANGE	
<b>Destruction / disposal</b>									
equal to or less than 3.5 tonnes	£75.00	*	*	*	*	✓	£75.00	NO CHANGE	
exceeding 3.5 tonnes but less than 7.5 tonnes	£100.00	*	*	*	*	✓	£100.00	NO CHANGE	
exceeding 7.5 tonnes unladen	£125.00	*	*	*	*	✓	£125.00	NO CHANGE	
<b>Note: Additional removal charges apply where non standard measures are required to seize and transport vehicles from and across private land to the nearest highway</b>									
*unladen weight only									
<b>ABANDONED VEHICLES (Non Statutory Charges) (On Road - Outside Scope for VAT) (Off Road E.G. Private Land - Standard Rated)</b>									
<b>Return of seized vehicle - cost per mile</b>									
equal or less than 3.5 tonnes	£2.40	✓	*	*	*	*	£2.40	NO CHANGE	Fees set in contract with Redcorn.
exceeding 3.5 tonnes less than 7.5 tonnes	£4.45	✓	*	*	*	*	£4.45	NO CHANGE	Fees set in contract with Redcorn.
equal to or exceeding 7.5 tonnes		✓	*	*	*	*			
<b>Private Land</b>									
Administration Cost to organise AV removal on Private Land.	£105.00	*	✓	*	*	*	£108.00	2.86 %	Recharge/ cost recovery only
Per additional vehicle on same land	£32	*	✓	*	*	*	£33.00	3.13 %	Recharge/ cost recovery only

**BUDGET POSITION SUMMARY - ENVIRONMENTAL ABANDONED VEHICLES**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22		Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>						
KKB004-I0112 - Sales of Abandoned Vehicles	(1,200)	(1,200)		(250)	-79.17 %	off set by equal savings on disposal contract costs
	(1,200)	(1,200)		(250)		

COMMUNITY & CUSTOMER SERVICES									
2021/22 FEES & CHARGES PROPOSED FOR :- ENVIRONMENTAL HEALTH & LICENSING (continued)									
Prices quoted below are exclusive of VAT									
Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		I	II	III	IV	V			
<b>Standard rated &amp; exclusive of VAT</b>									
<b>All commercial, non statutory work not listed will be undertaken after provision of a quote and agreeing of a contract.</b>									
Officer charges per hour for carrying out Works in default (no VAT)									
Business Compliance Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Business development Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Strategic Project Manager	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Energy and Renewal Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Community Safety Coordinator	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Assistant Licensing Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Licensing Officer	£48.35	*	✓	*	*	*	£49.80	3.00 %	
Support Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Support Team Co-ordinator	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Environmental Health Technical Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Senior Environmental Crime Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Environmental Crime Officer	£48.35	*	✓	*	*	*	£49.80	3.00 %	
Town Enforcement Officer	£43.91	*	✓	*	*	*	£45.22	2.99 %	
Environmental Health Officer	£53.02	*	✓	*	*	*	£54.61	2.99 %	
Environmental Health Manager	£62.52	*	✓	*	*	*	£64.39	2.99 %	
Section Head	£67.44	*	✓	*	*	*	£69.46	2.99 %	
<b>Report for solicitor / victim for use in legal action / claim (such as health &amp; safety reports, noise nuisance, reports etc).</b>									
Work as above Amount to be submitted with request									
<b>List of authorised processes and other pollution registers</b>	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
Hard copy of Food Premises Register	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
Hard copy of Licensed HMO Public Register	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
(Where allowed by law) per single sheet of A4 paper									
<b>More complex work</b>	£0.10	*	✓	*	*	*	£0.10	NO CHANGE	
Probably including active date gathering, site visits, interviews etc. Minimum charge first two hours where additional time charged in 15 minute blocks - only where not covered by FOI Act.									
Amount to be submitted with request									
<b>Environmental Information Requests</b>									
EIR Request (Per hour)	£70.00	*	✓	*	*	*	£70.00	NO CHANGE	
<b>Housing standards inspection for immigration purposes</b>									
(customer has the choice to use either the local authority or the private sector)									
Standard Service (within 10 days)	£162.00	*	✓	*	*	*	£162.00	NO CHANGE	Significantly reduced demand over previous two years, unsure whether due to EU transition or if changes have been made to the immigration system. Market testing shows that other companies provide the service for between £100 and £150. Increasing the price may further reduce service demand.
Priority Service (within 3 days)	£263.00	✓	*	*	*	*	£263.00	NO CHANGE	As above.
<b>Exempt for VAT purposes</b>									
Level 2 Award in Food Safety in Catering Candidate Fee	£50.00	✓	*	*	*	*	£50.00	NO CHANGE	Not competitive with private suppliers if increased. Minimum course numbers for course to run ensures costs are covered.
<b>Outside Scope for VAT purposes</b>									
Food Export Certificate	£45.50	*	✓	*	*	*	£47.00	3.30 %	
Food Hygiene Rating Scheme re-assessment charge	£170.00	*	✓	*	*	*	£170.00	NO CHANGE	costs assessed and comparison with other LAS undertaken.
<b>Houses in Multiple Occupation (HMO)</b>									
Fast track process licensing application for new or renewals. ( within 5 days )	£316.00	✓	*	*	*	*	£320.00		
<b>HMO Licensing New Application Fee</b>									
Concessionary rate for Charities (20% discount)	£1,207.00	*	✓	*	*	*	£1,242.00	2.90 %	
	£965.00						£993.00	2.90 %	
<b>HMO Licensing Renewal Application Fee</b>									
Concessionary rate for Charities (20% discount)	£1,004.00	*	✓	*	*	*	£1,035.00	3.09 %	
	£803.00						£828.00	3.11 %	
<b>HMO Assisted Licence Application Fee</b>									
Extra copy of HMO licence document (where release agreed/requested by landlord)	£280.00	*	✓	*	*	*	£288.00	2.86 %	
	£28.00						£28.00	NO CHANGE	
<b>HMO Survey - 2 storey or less</b>									
	£382.00	✓	*	*	*	*	£393.00	2.88 %	
<b>HMO Survey - 3 storey</b>									
	£564.00	✓	*	*	*	*	£580.00	2.84 %	
<b>Rental Housing Condition Survey</b>									
	£331.00	✓	*	*	*	*	£341.00	3.02 %	
<b>Housing Enforcement Charges</b>									
Charge to cover expenses if an enforcement notice is served under the Housing Act 2004	£270.00	*	✓	*	*	*	£276.00	2.96 %	
<b>BUDGET POSITION SUMMARY - ENVIRONMENTAL HEALTH &amp; LICENSING</b>									
Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22					Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>									
ECE000-10537 - Health & Safety - Miscellaneous Fees	(10,000)	(10,000)					(11,000)	10.00 %	reduced demand for immigration inspections
EDC000-10504 - Inspection Fees	(3,500)	(3,500)					(2,000)	-42.86 %	
EDC000-10631 - Income HMO Registration Fees	(15,064)	(15,064)					(16,000)	6.21 %	Now includes TRDC EPA income.
EDD000-10572 - Fees-EPA 1990	(18,000)	(18,000)					(18,000)	NO CHANGE	
EDH000-10501 - Envirocrime - Fixed Penalty Notice	(5,000)	(5,000)					(5,000)	NO CHANGE	
	(51,564)	(51,564)					(52,000)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
INFORMATION UNIT & CUSTOMER SERVICES**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
Street Naming and Numbering :- Change to existing property	£125.00	✓	*	*	*	*	£125.00	NO CHANGE	
<u>New Build</u>									
1 Plot	£125.00	✓	*	*	*	*	£125.00	NO CHANGE	
For each additional plot/unit	£40.00						£40.00	NO CHANGE	
New street name and postal numbers for a new development	£550.00 fee for street name plus postal nos based on nos of plots shown above	✓	*	*	*	*	£550.00 street name plus postal nos based on nos of plots shown above	NO CHANGE	
Existing property - registration of property details with Royal Mail and / or utility companies	£125.00 per	✓	*	*	*	*	£125.00	NO CHANGE	
Renaming a street at the request of residents	£600.00 plus	✓	*	*	*	*	£1,000.00 £40 per property	66.67 %	
<b>GIS system search</b> (when operational) with letter amount to be submitted with request	£200.00	*	✓	*	*	*	£200.00	NO CHANGE	

**BUDGET POSITION SUMMARY - INFORMATION UNIT & CUSTOMER SERVICES**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
ADW000-I0536 - Miscellaneous Charges	(12,500)	(12,500)	(12,500)	NO CHANGE	
	(12,500)	(12,500)	(12,500)		

**COMMUNITY & CUSTOMER SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :- HOUSING**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
Average weekly hostel rents and service charges	£167.50	*	✓	*	*	*	£167.50	NO CHANGE	The rent for the managed dwellings varies on the unit size from 1 beds £135 and 4 beds £332. The average is £207.40 per week. For both the Hostels, B&Bs and managed dwellings the rent we can charge is capped at what Housing Benefit will pay for temporary accommodation. Housing Benefit for temporary accommodation has been static for several years, which means we can not increase the rents.
Managed dwelling rents	£214.06	*	✓	*	*	*	£207.40	-3.11 %	
Bed & Breakfast/Nightly let weekly Charge	£167.50	*	✓	*	*	*	£167.50	NO CHANGE	

**BUDGET POSITION SUMMARY - HOUSING**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22		Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>LAND &amp; PROPERTY BASED CHARGES</b>						
JWP000-I0901- Rent - WJ0316 - Hostels & Dwellings	(415,467)	(415,467)		(455,829)	9.71 %	Annual rent roll after Tibbles Close has been converted this year will be £525,148. Contract allows WCH to keep 8.2%. Then we have around 5% voids so I have reduced rent roll by 13.2%
	(415,467)	(415,467)		(455,829)		

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
PARKING SERVICES**

*Prices quoted below are exclusive of VAT except for car parking at The Avenue, Town Hall and Longspring*

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>On Street pay and display</b>									
Inner CPZ P&D charge per hour	£1.60	*	✓	*	*	*	£1.60	NO CHANGE	
Outer CPZ P&D charge per hour	£1.10	*	✓	*	*	*	£1.10	NO CHANGE	
<b>Standard rated &amp; inclusive of VAT</b>									
<b>The Avenue Car Park</b>									
7 a.m. to 5 p.m. - 60p per hour									
1 Hour	£0.80	✓	*	✓	*	*	£0.80	NO CHANGE	
2 Hours	£1.60	✓	*	✓	*	*	£1.60	NO CHANGE	
3 Hours	£2.40	✓	*	✓	*	*	£2.40	NO CHANGE	
4 Hours	£3.20	✓	*	✓	*	*	£3.20	NO CHANGE	
All day till midnight	£5.50	✓	*	✓	*	*	£5.50	NO CHANGE	
5 p.m. to midnight	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
Season tickets per annum	£800.00	✓	*	✓	*	*	£800.00	NO CHANGE	
<b>Town Hall Car Park</b>									
Monday - Friday 5 p.m. to midn	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
Saturday & Sunday 5 p.m. to midnight									
1 Hour	£0.80	✓	*	✓	*	*	£0.80	NO CHANGE	
2 Hours	£1.60	✓	*	✓	*	*	£1.60	NO CHANGE	
3 Hours	£2.40	✓	*	✓	*	*	£2.40	NO CHANGE	
4 Hours	£3.20	✓	*	✓	*	*	£3.20	NO CHANGE	
All day till midnight	£5.50	✓	*	✓	*	*	£5.50	NO CHANGE	
5 p.m. to midnight	£2.50	✓	*	✓	*	*	£2.50	NO CHANGE	
<b>Longspring Charges</b>									
Monday - Saturday									
1 hour	£0.60	✓	*	✓	*	*	£0.60	NO CHANGE	
Up to 4 hours	£1.20	✓	*	✓	*	*	£1.20	NO CHANGE	
All day	£2.40	✓	*	✓	*	*	£2.40	NO CHANGE	
<b>Harebreaks Car park</b>									
Monday - Saturday									
1 hour	£0.50	✓	*	✓	*	*	£0.50	NO CHANGE	
4 hours (maximum stay)	£1.00	✓	*	✓	*	*	£1.00	NO CHANGE	
<b>Outside Scope for VAT purposes</b>									
<b>Parking Penalties</b>									
Serious Contravention	£50.00	*	✓	*	*	*	£50.00	NO CHANGE	
More Serious Contravention	£70.00	*	✓	*	*	*	£70.00	NO CHANGE	
<b>Permit Charges</b>									
full cpz 1st permit	£25.00	*	✓	*	*	*	£26.00	4.00 %	
full cpz 2nd permit	£55.00	*	✓	*	*	*	£57.00	3.64 %	
fullcpz V Vouchers 40 1hour	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
fullcpz V Vouchers 20 4hour	£7.00	*	✓	*	*	*	£7.00	NO CHANGE	
fullcpz 1 day vouchers 5	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
fullcpz 1 week v voucher	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
fullcpz Business permit inner zone	£300.00	*	✓	*	*	*	£300.00	NO CHANGE	
fullcpz Business permit outer zone	£150.00	*	✓	*	*	*	£150.00	NO CHANGE	
Match Day 1st Permit	£6.00	*	✓	*	*	*	£6.00	NO CHANGE	
Match Day 2nd permit	£12.00	*	✓	*	*	*	£12.00	NO CHANGE	
MD V Vouchers 1 Day for 5	£4.50	*	✓	*	*	*	£4.50	NO CHANGE	
MD Business permit	£60.00	*	✓	*	*	*	£60.00	NO CHANGE	
Medical Permits (DHV) subsequent	£25.00	*	✓	*	*	*	£25.00	NO CHANGE	
	£55.00	*	✓	*	*	*	£55.00	NO CHANGE	
Car Park pass cards for disable	£10.00	*	✓	*	*	*	£10.00	NO CHANGE	
<b>Parking Dispensations/bay suspensions :-</b>									
Per bay per day	£20.00	*	✓	*	*	*	£20.00	NO CHANGE	
Per bay per week first 2 weeks	£120.00	*	✓	*	*	*	£120.00	NO CHANGE	
Per bay per week 3 weeks or more	£100.00	*	✓	*	*	*	£100.00	NO CHANGE	

**BUDGET POSITION SUMMARY - PARKING SERVICES**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
<b>Longspring</b>					
KFB000-10623 - Income-Parking Fees	(34,000)	(34,000)	(34,000)	NO CHANGE	
<b>The Avenue</b>					
KFC000-10623 - Income-Parking Fees	(127,000)	(127,000)	(127,000)	NO CHANGE	
KFC000-10624 - Income-Season Tickets	(10,000)	(10,000)	(10,000)	NO CHANGE	
<b>Town Hall</b>					
BEA001-10623 - Income-Parking Fees (Staff)	(20,000)	(20,000)	(20,000)	NO CHANGE	
KFD000-10623 - Income-Parking Fees	(40,000)	(40,000)	(40,000)	NO CHANGE	
<b>Controlled Parking Zone</b>					
HDR000-10620 - Permit Charges	(265,000)	(265,000)	(265,000)	NO CHANGE	
HDR000-10621 - Pay & Display Receipts	(475,000)	(475,000)	(475,000)	NO CHANGE	
HDR000-10623 - Income - Parking Fees	(50,000)	(50,000)	(50,000)	NO CHANGE	
HDR000-10683 - Penalty Charges	(550,000)	(550,000)	(550,000)	NO CHANGE	
HDR001-10622 WJ0134 - Dacorum Borough Council (Net)	(15,200)	(15,200)	(15,200)	NO CHANGE	
HDR002-10622 WJ0082 - TRDC (Net)	(65,700)	(65,700)	(65,700)	NO CHANGE	
	(1,651,900)	(1,651,900)	(1,651,900)		

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
BUILDING CONTROL**

Description	2020/21 Charge	PRICING STRATEGY			Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments	
		COMMERCIAL	SUBSIDISED / FULL COSTED	HOME				STATIONARY
<b>Standard rated &amp; exclusive of VAT</b>								
<b>BUILDING CONTROL FEES (TABLE 1)</b>								
<b>FULL PLANS</b>								
<b>New Dwellings</b>								
<b>1 new dwelling</b>								
Plan Fee	£370.00	*	✓	*	£390.00	5.41 %	Building control service has not increased its fees since 2017, the current charges 2020/21 are no longer reflective of the time taken to carry out this statutory duty. The fees have been increased to cover costs whilst remaining competitive against the approved inspectors that operate within the area	
Inspection Fee	£525.00	*	✓	*	£545.00	3.81 %		
<b>2 new dwellings</b>								
Plan Fee	£420.00	*	✓	*	£440.00	4.76 %		
Inspection Fee	£680.00	*	✓	*	£700.00	2.94 %		
<b>3 new dwellings</b>								
Plan Fee	£470.00	*	✓	*	£490.00	4.26 %		
Inspection Fee	£760.00	*	✓	*	£780.00	2.63 %		
<b>4 new dwellings</b>								
Plan Fee	£630.00	*	✓	*	£650.00	3.17 %		
Inspection Fee	£1,115.00	*	✓	*	£1,135.00	1.79 %		
<b>Conversion of dwelling into 2 flats</b>								
Plan Fee	£370.00	*	✓	*	£390.00	5.41 %		
Inspection Fee	£520.00	*	✓	*	£545.00	4.81 %		
<b>Conversion of dwelling into 3 flats</b>								
Plan Fee	£470.00	*	✓	*	£490.00	4.26 %		
Inspection Fee	£655.00	*	✓	*	£675.00	3.05 %		
<b>Conversion of dwelling into 4 flats</b>								
Plan Fee	£630.00	*	✓	*	£650.00	3.17 %		
Inspection Fee	£625.00	*	✓	*	£645.00	2.42 %		
Fees for additional dwellings are based on volumes built								
<b>BUILDING CONTROL FEES (TABLE 2)</b>								
<b>FULL PLANS</b>								
<b>Domestic Extensions</b>								
<b>Extension - Internal floor area under 10m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£370.00	*	✓	*	£390.00	5.41 %		
<b>Extension - Over 10m<sup>2</sup> and under 40m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£515.00	*	✓	*	£535.00	3.88 %		
<b>Extension - Over 40m<sup>2</sup> and under 100m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£630.00	*	✓	*	£650.00	3.17 %		
<b>Loft Conversion under 40m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£440.00	*	✓	*	£460.00	4.55 %		
<b>Loft Conversion over 40m<sup>2</sup> under 100m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£515.00	*	✓	*	£535.00	3.88 %		
<b>DETACHED GARAGE OR CAR PORT</b>								
<b>Internal floor area below 40m<sup>2</sup></b>								
Plan Fee	£210.00	*	✓	*	£230.00	9.52 %		
<b>Internal floor area over 40m<sup>2</sup> and under 100m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£260.00	*	✓	*	£275.00	5.77 %		
<b>Garage Conversion</b>								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£210.00	*	✓	*	£220.00	4.76 %		
<b>Upgrading thermal elements</b>								
Plan Fee	£80.00	*	✓	*	£90.00	12.50 %		
Inspection Fee	£130.00	*	✓	*	£140.00	7.69 %		
<b>Alterations up to £5000</b>								
Plan Fee	£105.00	*	✓	*	£110.00	4.76 %		
Inspection Fee	£130.00	*	✓	*	£140.00	7.69 %		
<b>Alterations over £5000 up to 20,000</b>								
Plan Fee	£105.00	*	✓	*	£110.00	4.76 %		
Inspection Fee	£290.00	*	✓	*	£300.00	3.45 %		
<b>Installation of replacement windows</b>								
Plan Fee	£80.00	*	✓	*	£90.00	12.50 %		
Inspection Fee	£110.00	*	✓	*	£120.00	9.09 %		
<b>Electrical works (test by consultant)</b>								
Test Fee	£340.00	*	✓	*	£340.00	NO CHANGE		
<b>BUILDING CONTROL FEES (TABLE 3)</b>								
<b>Non-domestic extensions (institutional)</b>								
<b>Extension - Internal floor area under 10m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£370.00	*	✓	*	£390.00	5.41 %		
<b>Extension - Over 10m<sup>2</sup> and under 40m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£600.00	*	✓	*	£620.00	3.33 %		
<b>Extension - Over 40m<sup>2</sup> and under 100m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£705.00	*	✓	*	£720.00	2.13 %		
<b>Upgrading thermal elements</b>								
Plan Fee	£210.00	*	✓	*	£235.00	11.90 %		
Inspection Fee	£220.00	*	✓	*	£230.00	4.55 %		
<b>Internal alterations under £5000</b>								
Plan Fee	£210.00	*	✓	*	£235.00	11.90 %		
Inspection Fee	£170.00	*	✓	*	£210.00	23.53 %		
<b>Internal alterations over £5000 up to £10,000</b>								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
<b>BUILDING CONTROL FEES (TABLE 3)</b>								
<b>Non-domestic extensions (Industrial)</b>								
<b>Extension - Internal floor area under 10m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£340.00	*	✓	*	£360.00	5.88 %		
<b>Extension - Over 10m<sup>2</sup> and under 40m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£455.00	*	✓	*	£475.00	4.40 %		
<b>Extension - Over 40m<sup>2</sup> and under 100m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£635.00	*	✓	*	£655.00	3.15 %		
<b>Upgrading thermal elements</b>								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
<b>Internal alterations under £5000</b>								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£170.00	*	✓	*	£220.00	29.41 %		
<b>Internal alterations over £5000 up to £10,000</b>								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£220.00	*	✓	*	£240.00	9.09 %		
<b>Window, door, shopfront replacement</b>								
Plan Fee	£210.00	*	✓	*	£245.00	16.67 %		
Inspection Fee	£115.00	*	✓	*	£125.00	8.70 %		
<b>Installation of a mezzanine floor up 100m<sup>2</sup></b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£380.00	*	✓	*	£400.00	5.26 %		
<b>Shop refurbishment under £15000</b>								
Plan Fee	£235.00	*	✓	*	£245.00	4.26 %		
Inspection Fee	£275.00	*	✓	*	£290.00	5.45 %		
Fees for domestic alterations are subject to floor area and type of construction								
Administrative fees associated with S106 agreements :-								
Minor Works	£370.00	*	✓	*	£370.00	NO CHANGE		
Major Works	£525.00	*	✓	*	£525.00	NO CHANGE		
With contribution to healthcare	£105.00	*	✓	*	£105.00	NO CHANGE		

**BUDGET POSITION SUMMARY - BUILDING CONTROL**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
GCA000-I0104 - Publications / Copy Documents	(1,000)	(1,000)	(1,000)	NO CHANGE	
<b>FEES &amp; CHARGES</b>					
GCA000-I0503 - Building Regulation-Application Fees	(160,000)	(160,000)	(160,000)	NO CHANGE	
GCA000-I0504 - Inspection Fees	(120,000)	(120,000)	(120,000)	NO CHANGE	
GCA000-I0518 - Building Regs - Regularisation	(7,000)	(7,000)	(7,000)	NO CHANGE	
GCA000-I0519 - Building Control Partnership	(4,000)	(4,000)	(4,000)	NO CHANGE	
<b>Building Control</b>	<b>(291,000)</b>	<b>(291,000)</b>	<b>(291,000)</b>	NO CHANGE	

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
DEVELOPMENT CONTROL**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
<b>Outside Scope for VAT purposes</b>								
<b>DEVELOPMENT CONTROL FEES OPERATIONS</b>								
<b>Outline applications</b> for development in Categories 1,2 & 3								
a) where the site area does not exceed 2.5 hectares	£462 per 0.1 hectare	*	*	*	*	✓	£462 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 2.5 hectares - □ see below	£11,432.40	*	*	*	*	✓	£11,432.40	NO CHANGE
□ - Indicates a further charge for each additional 0.1 hectare in excess of 2.5 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
<b>Category 1 - New dwellings</b>								
a) where the no of dwellings created is 50 or fewer	462 per dwelling	*	*	*	*	✓	462 per dwelling	NO CHANGE
a) where the no of dwellings created is more than 50 - ● see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
● - Indicates a further charge for each dwelling in excess of 50	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
<b>Category 2 - Erection of buildings</b> except those in Categories 1,3,4,5 or 7								
a) where no floorspace is to be created	£234.00	*	*	*	*	✓	£234.00	NO CHANGE
b) where the gross floorspace does not exceed 40m <sup>2</sup>	£234.00	*	*	*	*	✓	£234.00	NO CHANGE
c) where the gross floorspace exceeds 40m <sup>2</sup> but not 75m <sup>2</sup>	£462.00	*	*	*	*	✓	£462.00	NO CHANGE
d) where the gross floorspace exceeds 75m <sup>2</sup> but not 3750m <sup>2</sup>	£462 per 75 sqm	*	*	*	*	✓	£462 per 75 sqm	NO CHANGE
e) where the gross floorspace exceeds 3750m <sup>2</sup> - ❖ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
❖ - Indicates a further charge for each 75m <sup>2</sup> in excess of 3750m <sup>2</sup>	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
<b>Category 3 - Agricultural buildings</b> except glasshouses								
a) where gross floorspace does not exceed 465 m <sup>2</sup>	£96.00	*	*	*	*	✓	£96.00	NO CHANGE
b) where gross floorspace exceeds 465m <sup>2</sup> but < 540m <sup>2</sup>	£462.00	*	*	*	*	✓	£462.00	NO CHANGE
c) where gross floorspace exceeds 540m <sup>2</sup> but < 4215m <sup>2</sup>	£462 for first 520 sqm plus plus	*	*	*	*	✓	£462 for first 520 sqm plus plus	NO CHANGE
	£462.00 each extra 75 sq m	*	*	*	*	✓	£462.00	NO CHANGE
d) where gross floorspace exceeds 4215m <sup>2</sup> ▶ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
▶ - Indicates a further charge for each 75m <sup>2</sup> in excess of 4215m <sup>2</sup>	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
<b>Category 4 - Glasshouses</b>								
a) where gross floorspace does not exceed 465 m <sup>2</sup>	£96.00	*	*	*	*	✓	£96.00	NO CHANGE
b) where gross floorspace exceeds 465m <sup>2</sup>	£2,580.00	*	*	*	*	✓	£2,580.00	NO CHANGE
<b>Category 5 - Erection, alteration or replacement of plant or machinery</b>								
a) where the site area does not exceed 5 hectares	£462.00 per 0.1 hectare	*	*	*	*	✓	£462.00 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 5 hectares - ▲ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE
▲ - Indicates a further charge for each 0.1 hectare in excess of 5 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
<b>Category 6 - Enlargement, improvement or other alteration of existing dwellings</b>								
a) where the application relates to 1 dwelling	£206.40	*	*	*	*	✓	£206.40	NO CHANGE
b) where the application relates to 2 or more dwellings	£406.80	*	*	*	*	✓	£406.80	NO CHANGE
<b>Category 7 - Operations within the curtilage of an exiting dwelling</b> for purposes ancillary to the enjoyment of the dwelling, including the erection or construction of gates, fences, walls or other means of enclosure along the boundary of the curtilage								
	£206.40	*	*	*	*	✓	£206.40	NO CHANGE
<b>Category 8 - Construction of car parks, service roads and other means of access</b> on land used for the purpose of a single undertaking, where the development is required for a purpose incidental to the existing use of land								
	£234.00	*	*	*	*	✓	£234.00	NO CHANGE
<b>Category 9 - Operations connected with exploratory drilling</b> for oil or natural gas								
a) where the site area does not exceed 7.5 hectares	£462.00 per 0.1 hectare	*	*	*	*	✓	£462.00 per 0.1 hectare	NO CHANGE
b) where the site area exceeds 7.5 hectares - ◀ see below	£34,500.00	*	*	*	*	✓	£34,500.00	NO CHANGE
◀ - Indicates a further charge for each 0.1 hectare in excess of 7.5 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
<b>Category 10 - Other operations</b> not within Categories 1-9								
a) in cases of mining extraction								
i) where the site area does not exceed 15 hectares	£234.00 per 0.1 hectare	*	*	*	*	✓	£234.00 per 0.1 hectare	NO CHANGE
ii) where the site area exceeds 15 hectares - ▼ see below	£34,934.40	*	*	*	*	✓	£34,934.40	NO CHANGE
▼ - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE
b) in any other case	£234.00 per hectare	*	*	*	*	✓	£234.00 per hectare	NO CHANGE

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
DEVELOPMENT CONTROL (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<b>DEVELOPMENT CONTROL FEES</b>									
<b>OPERATIONS (Continued)</b>									
<b>Category 11 - Change of use of a building to residential</b>									
a) from an existing dwelling									
i) to 2 to 50 dwellings	£492.00 for each additional dwelling	*	*	*	*	✓	£492.00 for each additional dwelling	NO CHANGE	
ii) to more than 50 dwellings - ♣ see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE	
♣ - Indicates a further charge for each dwelling in excess of 50	£138.00	*	*	*	*	✓	£138.00	NO CHANGE	
b) from a building other than a dwelling									
i) up to 50 dwellings	£462.00 per dwelling	*	*	*	*	✓	£462.00	NO CHANGE	
ii) to more than 50 dwellings - * see below	£22,858.80	*	*	*	*	✓	£22,858.80	NO CHANGE	
* - Indicates a further charge for each dwelling in excess of 50	£138.00	*	*	*	*	✓	£138.00	NO CHANGE	
<b>Category 12 - Use of land for disposal of refuse or waste materials or as open mineral storage</b>									
a) where the site area does not exceed 15 hectares	£234.00 per 0.1 hectare	*	*	*	*	✓	£234.00 per 0.1 hectare	NO CHANGE	
b) where the site area exceeds 15 hectares - — see below	£34,934.40	*	*	*	*	✓	£34,934.40	NO CHANGE	
— - Indicates a further charge for each 0.1 hectare in excess of 15 hectares	£138.00	*	*	*	*	✓	£138.00	NO CHANGE	
<b>Category 13 - Material change of use except one falling within Categories 11 and 12</b>									
	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
<b>ADVERTISEMENTS</b>									
<b>Category 14 - Advertisement relating to business on the premises</b>									
	£132.00	*	*	*	*	✓	£132.00	NO CHANGE	
<b>Category 15 - Advance directional sign</b>									
	£132.00	*	*	*	*	✓	£132.00	NO CHANGE	
<b>Category 16 - All other advertisements</b>									
	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
<b>DETERMINATIONS</b>									
<b>Category 17 - Prior approval</b>									
a) agricultural or forestry buildings	£96.00	*	*	*	*	✓	£96.00	NO CHANGE	
b) demolition of buildings	£96.00	*	*	*	*	✓	£96.00	NO CHANGE	
c) telecommunications installations	£462.00	*	*	*	*	✓	£462.00	NO CHANGE	
d) development involving a material change of use	£96.00	*	*	*	*	✓	£96.00	NO CHANGE	
e) development involving a material change of use and building operations in connection with that change of use	£206.40	*	*	*	*	✓	£206.40	NO CHANGE	
<b>ALTERATION OF PERMISSION</b>									
<b>Category 18 - Variation of condition</b>									
	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
<b>Category 19 - Non material amendment</b>									
a) householder development	£33.60	*	*	*	*	✓	£33.60	NO CHANGE	
b) other development	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
<b>COMPLIANCE WITH CONDITIONS</b>									
<b>Category 20 - Confirmation of compliance with conditions</b>									
a) relating to development within Categories 6 and 7	£33.60 per request	*	*	*	*	✓	£33.60	NO CHANGE	
b) relating to any other development	£116.40 per request	*	*	*	*	✓	£116.40	NO CHANGE	
<b>RENEWAL OF PLANNING PERMISSION</b>									
<b>Category 21 - Renewal of planning permission where the development has not commenced</b>									
a) householder development	£68.40	*	*	*	*	✓	£68.40	NO CHANGE	
b) major development	£690.00	*	*	*	*	✓	£690.00	NO CHANGE	
c) other development	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
<b>LAWFUL DEVELOPMENT</b>									
<b>Category 22 - Lawful Development Certificate</b>									
a) for an existing use of land or operational development	Same fee for an equivalent planning application	*	*	*	*	✓	Same fee for an equivalent planning application	NO CHANGE	
b) for non compliance with a condition	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
c) for a proposed use of land or operational development	Half fee of an equivalent planning application	*	*	*	*	✓	Half fee of an equivalent planning application	NO CHANGE	
<b>APPROPRIATE ALTERNATIVE DEVELOPMENT</b>									
<b>Category 23 - Certificate of appropriate alternative development</b>									
	£234.00	*	*	*	*	✓	£234.00	NO CHANGE	
<b>CONCESSION FEES AND EXEMPTIONS</b>									
a) reserved matters application where the applicant's earlier reserved matters applications have incurred total fees at least equal to the fee payable for a reserved matters application for the entire scheme	£462.00	*	*	✓	*	✓	£462.00	NO CHANGE	
b) extensions and alterations to a dwelling or works within its curtilage for the benefit of people with disabilities	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE	
c) alterations to public buildings in order to provide access for people with disabilities	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE	
d) applications required by reason of the removal of 'permitted development' rights either by a planning condition or by an Article 4 Direction	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE	

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-**  
**DEVELOPMENT CONTROL (continued)**

Description	2020/21 Charge	PRICING STRATEGY				Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE			
<b>Outside Scope for VAT purposes</b>								
<b>DEVELOPMENT CONTROL FEES</b>								
<b>CONCESSION FEES AND EXEMPTIONS (Continued)</b>								
e) a revised or new application for development of the same character or description submitted within 12 months of the refusal or withdrawal of an earlier application or within 12 months of the expiry of the statutory 8 week period where the applicant has appealed on grounds of 'non determination'	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
f) a revised or new application for development of the same character or description submitted within 12 months of the grant of permission on an earlier application	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
g) application for listed building consent or conservation area consent	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
h) application made by or on behalf of a club, society or other organisation which is not established or conducted for profit and whose objects are the provision of facilities for sport or recreation which relates to the change of use of land to playing fields or the carrying out of operations (other than the erection of a building) for purposes ancillary to the use of the land as a playing field	£462.00	*	*	✓	*	✓	£462.00	NO CHANGE
i) a prior approval application for a material change of use made on the same date and by or on behalf of the same applicant as an application for planning permission for the same development	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
j) a planning application which is only for the demolition of an unlisted building in a conservation area	Free of charge	*	*	*	✓	✓	Free of charge	NO CHANGE
<b>Standard rated &amp; inclusive of VAT</b>								
<b>DEVELOPMENT CONTROL FEES</b>								
<b>PRE APPLICATION ADVICE</b>								
<b>CATEGORY 1 covers -</b>								
a) householder proposals								
b) proposals involving less than 100 sq m of commercial floorspace	£100.00	*	*	*	✓	*	£100.00	NO CHANGE
c) lawful development certificates								
d) listed building consent								
e) conservation area consent								
<b>CATEGORY 2 covers -</b>								
a) 1 new residential unit (conversion of house into 2 flats)	£500.00	*	*	*	✓	*	£200.00	
B) 2-5 residential units	£500.00	*	*	*	✓	*	£500.00	
C) 6-10 residential units	£500.00	*	*	*	✓	*	£1,000.00	
<b>CATEGORY 3 covers :-</b>								
a) from 10 to 24 residential units or where the site area is 0.5 hectare to 1 hectare								
b) from 1000 sq m to 1999 sq m of commercial floorspace								
c) mixed use developments on a site between 0.5 hectare and 1 hectare	£2,500.00	*	✓	*	*	*	£3,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
d) change of use of land or buildings involving 500 sq m or more								
<b>CATEGORY 3 follow up meeting</b>								
In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.							£1,500.00	A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.
<b>CATEGORY 4 covers :-</b>								
a) 25-49 or residential units	£4,500.00	*	✓	*	*	*	£5,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
b) 2,000sqm to 4999sqm of non-residential floorspace	£4,500.00	*	✓	*	*	*	£5,000.00	The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.
<b>CATEGORY 4 follow up meeting</b>								
							£2,500.00	A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.

<p>In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.</p>								
<p><b>CATEGORY 5</b> covers :-</p>								<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p>a) 50-74 residential units</p>	<p>£6,000.00</p>	<p>*</p>	<p>✓</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>£7,000.00</p>	<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p>b) 5000sqm or more of non-residential floorspace</p>	<p>£6,000.00</p>	<p>*</p>	<p>✓</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>£7,000.00</p>	<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p><b>CATEGORY 5</b> follow up meeting</p>							<p>£3,500.00</p>	<p>A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.</p>
<p>In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.</p>								
<p><b>CATEGORY 6</b> covers :-</p>								<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p>a) 75 or more residential units</p>	<p>£9,000.00</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>✓</p>	<p>*</p>	<p>£10,000.00</p>	<p>The pre app planning fees have been increased beyond the suggested 3% to reflect the services that are now included within the initial fee.</p>
<p><b>CATEGORY 6</b> follow up meeting</p>								<p>A new fee for follow up applications has been introduced, we believe charging 50% of the original fee is a fair reflection of the time taken to reassess any amendments made after the initial written response has been given.</p>
<p>In order benefit from the reduced fee for a follow-up meeting, the proposal must be (or include) the same site as the initial meeting, be for a similar use (or uses) as the initial meeting and be within three months of the initial pre-application meeting date.</p>							<p>£5,000.00</p>	

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
DEVELOPMENT CONTROL (continued)**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Standard rated &amp; inclusive of VAT</b>									
<b>DEVELOPMENT CONTROL FEES PRE APPLICATION ADVICE (Continued)</b>									
N.B. If a pre-application advice request is withdrawn prior to the preparation of a written response, half of the charge that has been paid will be refunded.									

**BUDGET POSITION SUMMARY - DEVELOPMENT CONTROL**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
GBA000-I0505 - Pre-Application Advice	(60,000)	(60,000)	(60,000)	NO CHANGE	
GBA000-I0508 - Planning Application Fees	(720,000)	(720,000)	(720,000)	NO CHANGE	
GBA000-I0517 - UU Drafting Fees	(5,000)	(5,000)	(5,000)	NO CHANGE	
<b>Development Control</b>	<b>(785,000)</b>	<b>(785,000)</b>	<b>(785,000)</b>	<b>NO CHANGE</b>	
<b>Total</b>	<b>(785,000)</b>	<b>(785,000)</b>	<b>(785,000)</b>	<b>NO CHANGE</b>	

**PLANNING SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-**  
**LAND CHARGES**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
Residential Search	£80.00	*	✓	*	*	*	£70.00	-12.50 %	The fee for 2020/21 was £67 not £80 as WBC no longer provide the LLC1 element of the search
Commercial Search	£150.00	*	✓	*	*	*	£142.00	-5.33 %	The fee for 2020/21 was £137 not £150 as WBC no longer provide the LLC1 element of the search
Con 29 optional enquiry	£7.50	*	✓	*	*	*	£9.00	20.00 %	The fee for 2020/21 was £9.00 not £7.50
Additional enquiry (E.G. Solicitor)	£10.00	*	✓	*	*	*	£10.00	NO CHANGE	
Enquiry by letter	£14.50	*	✓	*	*	*	£15.00	3.45 %	
Additional parcel of land	£13.50	*	✓	*	*	*	£13.50	NO CHANGE	The fee for 2020/21 was £11.40 not £13.50
Question 22 enquiry	£16.59	*	✓	*	*	*	£20.50	23.57 %	The fee for 2020/21 was £19.91 not £16.59
Question 21 enquiry	£9.00	*		*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Question 16 enquiry	£9.00	*		*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
Question 4 enquiry	£9.00	*		*	*	*	£4.00	-55.56 %	We don't actually provide an answer for this question the customer is referred to HCC. If we continue to charge £9.00 we could be challenged as would not justify cost recovery.
<b>Fees for Local Land Charges excluding Con29.</b>									
1. Registration of a charge in Part 11 of the register (light obstruction notices)	£67.00	*	✓	*	*	*			We are no longer responsible for any of these functions. Responsibility was transferred to HMLR in Feb 2020
2. Filing a definitive certificate of the Lands Tribunal under rule 10(3)	£2.50	*	✓	*	*	*			
3. Filing a judgement, order or application for the variation or cancellation of any entry in Part 11 of the register (light obstruction charges)	£7.00	*	✓	*	*	*			
4. Inspection of documents filed under rule 10 in respect of each parcel of land	£2.50	*	✓	*	*	*			
5. Personal search in the whole or in part of the register	£0.00	*	*	*	✓	*			
In addition, in respect of each parcel of land above one, where under rule 11(2) the search extends to more than one parcel, subject to a maximum of £16	£0.00	*	*	*	✓	*			
5a. Enhanced personal search service	£13.00	*	✓	*	*	*			
6. Official Search (including issue of official certificate of search) in respect of one parcel of land:									
(a) in any one part of the register (previous statutory fee £2)	£2.00	*	✓	*	*	*			
(b) in the whole of the register									
(i) Where the requisition is made by electronic means in accordance with rule 16 (previous statutory fee £4)	£13.00	*	✓	*	*	*			
(ii) and in any other case (previous statutory fee £6)	£13.00	*	✓	*	*	*			
In respect of each additional parcel of land (previous statutory fee £1)	£4.00	*	✓	*	*	*			
7. Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to the Rules - previous statutory fee £1.50)	£1.50	*	✓	*	*	*			

**BUDGET POSITION SUMMARY - LAND CHARGES**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
AHC000-I0506 - Search Fees	(120,000)	(120,000)	(120,000)	NO CHANGE	
	(120,000)	(120,000)	(120,000)		

**LEGAL AND PROPERTY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
TOWN HALL FACILITIES**

Description	PMO	NPMO	PRICING STRATEGY				PROFIT MAKING ORGS (PMO)		NON PROFIT MAKING ORGS (NPMO)		Comments
	2020/21		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY	Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Proposed 2021/22 Charge	
<b>Exempt from VAT</b>											
<b>COMMITTEE ROOM 1 (16 seats)</b>											
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE
<b>COMMITTEE ROOM 2 (24 seats)</b>											
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE
<b>COUNCIL CHAMBER (44 seats)</b> (Refreshments are not permitted in the Council Chamber)											
1-3 Hours	£169.00	£0.00	*	*	✓	✓	*	£169.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£56.50	£0.00	*	*	✓	✓	*	£56.50	NO CHANGE	£0.00	NO CHANGE
<b>TRAINING ROOM 1 (20 seats)</b>											
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE
<b>TRAINING ROOM 2 (20 seats)</b>											
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE
<b>MEETING ROOM B (10 SEATS)</b>											
1-3 Hours	£108.00	£0.00	*	*	✓	✓	*	£108.00	NO CHANGE	£0.00	NO CHANGE
Each additional hour (Weekend bookings will incur an additional charge)	£36.00	£0.00	*	*	✓	✓	*	£36.00	NO CHANGE	£0.00	NO CHANGE
<b>Committee Room 3 (20 seats)</b>											
1-3 Hours	£138.50	£0.00	*	*	✓	✓	*	£138.50	NO CHANGE	£0.00	NO CHANGE
Each Additional Hour (weekend bookings will incur and additional charge)	£46.50	£0.00	*	*	✓	✓	*	£46.50	NO CHANGE	£0.00	NO CHANGE
<b>Standard rated &amp; exclusive of VAT</b>											
<b>OTHER CHARGES</b>											
Hire of laptop for period of hire	£10.50	£0.00	*	*	✓	*	*	£10.50	NO CHANGE	£0.00	NO CHANGE
Hire of projector for period of hire	£10.50	£0.00	*	*	✓	*	*	£10.50	NO CHANGE	£0.00	NO CHANGE
Flipchart pad (each) incl of pens (conditions apply)	£5.50	£0.00	*	*	✓	*	*	£5.50	NO CHANGE	£0.00	NO CHANGE
Weekend hire per hour on Saturdays (Staffing Costs)	£53.00	£53.00	*	*	✓	*	*	£53.00	NO CHANGE	£53.00	NO CHANGE
Weekend hire per hour on Sundays (Staffing Costs)	£71.00	£71.00	*	*	✓	*	*	£71.00	NO CHANGE	£71.00	NO CHANGE

**BUDGET POSITION SUMMARY - TOWN HALL FACILITIES**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>LAND &amp; PROPERTY BASED CHARGES</b>					
KEC000-I0901 - Rent (from BBC)			0		
KEC000-I0908 - Service Charge (from BBC)	(68,000)		(20,000)	(20,000)	NO CHANGE (71)
KEC000-I0908 - Service Charge (HCC - CLCH)					
KEC000-I0901 - Rent (HCC - CLCH)	(40,300)		(226,300)	(226,300)	462
	(108,300)		(246,300)	(246,300)	

**LEGAL AND PROPERTY SERVICES**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
ELECTIONS UNIT**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope for VAT purposes</b>									
<u>Register of Electors</u>									
Electronic version - * (see below)	£20.00	*	*	*	*	✓	£20.00	NO CHANGE	One of the Credit Agencies advised 2019 that they no longer require/intend to purchase a copy of the full register / monthly updates going forward which contributed to a drop in income in this area in 2019-20
Hardcopy version - ** (see below)	£10.00	*	*	*	*	✓	£10.00	NO CHANGE	
* - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.50 is chargeable ** - Indicates that per 1000 electorate (and part thereof), an additional levy of £5.00 is chargeable									
<u>Marked Register of Electors</u>									
Electronic version - ○ (see below)	£10.00	*	*	*	*	✓	£10.00	NO CHANGE	Dependent upon elections being held and respective candidates/political parties requesting and paying for a marked copy of the marked electoral register
Hardcopy version - ○○ (see below)	£10.00	*	*	*	*	✓	£10.00	NO CHANGE	
○ - Indicates that per 1000 electorate (and part thereof), an additional levy of £1.00 is chargeable ○○ - Indicates that per 1000 electorate (and part thereof), an additional levy of £2.00 is chargeable									
<u>Confirmation Letter Fees</u>									
Single name - single address (current year)	£18.00	*	✓	*	*	*	£18.55	3.06 %	Provision of contribution letters has historically provided a service with all actual costs adequately covered. GDPR requirements now enable many if not most such requests to be provided free of charge. However, increased charges should enable some income to be maintained during 2021-2022
Multiple name - single address (current year)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Single name - single address (up to 3 yrs)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Single name - single address (4-10 yrs) - ◆ (see below)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
◆ - An additional levy of £2.00 is chargeable for each extra year	£2.60	*	✓	*	*	*	£2.70	3.85 %	
More than one name - single address (up to 3 yrs)	£27.60	*	✓	*	*	*	£28.45	3.08 %	Full effect of GDPR legislation in this area will be realised fully in due course but as stated, in the interim stated increases may serve to maintain some level of income even if decreased?
More than one name - single address (4-10 yrs) - ◆◆ (see below)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
◆◆ - An additional levy of £2.00 is chargeable for each extra year	£2.60	*	✓	*	*	*	£2.70	3.85 %	
Where confirmation required for an individual / household at more than one address :-									
Single name - multiple addresses (up to 3 & current year)	£22.50	*	✓	*	*	*	£23.20	3.11 %	
Multiple name - multiple but same addresses (up to 3 & current year)	£27.60	*	✓	*	*	*	£28.45	3.08 %	
Certification of overseas pension forms	£10.75	*	✓	*	*	*	£11.10	3.26 %	

**BUDGET POSITION SUMMARY - ELECTIONS UNIT**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>SALES</b>					
AGB000-I0103 - Register of Electors (Publications-Minutes)	(4,000)	(4,000)	(4,000)	NO CHANGE	2020/21 Budget forecast likely to be lower on account of all elections scheduled for year having been postponed due to Covid pandemic i.e. no marked registers purchased 2020/21 but prediction of total income will be more accurate January 2021 after publication of 2020-21 register 1/12/20 and receipt of orders/income for sales to Credit Agencies.
	(4,000)	(4,000)	(4,000)	NO CHANGE	

**REVENUES & BENEFITS**

**2021/22 FEES & CHARGES PROPOSED FOR :-  
COUNCIL TAX**

Description	2020/21 Charge	PRICING STRATEGY					Proposed 2021/22 Charge	Annual Increase / Decrease (-) %	Comments
		COMMERCIAL	FULL COST REC	SUBSIDISED	FREE	STATUTORY			
<b>Outside Scope &amp; exclusive of VAT</b>									
Penalty Charge (Re : Single Person Discount)	£70.00	*	*	*	*	✓	£70.00	NO CHANGE	

**BUDGET POSITION SUMMARY - COUNCIL TAX**

Income Code & Description	Original Budget 2020/21	Latest Budget 2021/22	Proposed Budget 2021/22	Annual Increase / Decrease (-) %	Comments
<b>FEES &amp; CHARGES</b>					
BAD900-I0683 - Income - Penalty Charges	(2,000)	(2,000)	(2,000)	NO CHANGE	
	(2,000)	(2,000)	(2,000)		

# Watford Borough Council

## Capital Strategy

2020/21



## 1. Introduction

- 1.1 The purpose of the capital strategy (the Strategy) is to tell a story that gives a clear and concise view of how the council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 1.2 The framework the government uses to control how much councils can afford to spend on capital investment is known as the Prudential Framework. The objectives of the Prudential Code, which sets out how this framework is to be applied, are to ensure that local authorities' capital investment plans are:
- affordable, prudent and sustainable;
  - that treasury management decisions are taken in accordance with good professional practice; and
  - that local strategic planning, asset management planning and proper option appraisal are supported.
- 1.3 This capital strategy sets out how Watford Borough Council will achieve the objectives set out above.

## 2. CAPITAL INVESTMENT PROGRAMME

### *Capital Investment Programme - Expenditure*

- 2.1 Capital Investment is the term used to cover all expenditure by the council that can be classified as capital under legislation and proper accounting practice. This includes expenditure on:
- property, plant and equipment
  - heritage assets, and
  - investment properties.
- 2.2 Property plant and equipment includes assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes. They are expected to be used during more than one financial year. Expenditure on the acquisition, creation or enhancement of these assets is capitalised on an accruals basis, provided that the Council is likely to benefit from the future economic benefits or service potential and the cost of the item can be measured reliably. Expenditure on repairs and maintenance is charged to the revenue account when it is incurred.
- 2.3 Heritage Assets are held with the objective of increasing knowledge, understanding and the appreciation of the Council's history and local area.
- 2.4 Investment properties are those that are used solely to earn rentals and/or for increases in value. The definition is not met if the property is used in any way for the delivery of services or production of goods or is held for sale.

- 2.5 The Council does not capitalise borrowing costs for assets under construction with the exception of development in relation to its commercial portfolio. The council has a number of joint ventures for development where borrowing costs in relation to assets under construction are routinely capitalised and repaid from the proceeds of sale.
- 2.6 Detailed accounting policies in relation to assets and capital expenditure may be found in the annual statement of accounts.
- 2.7 Appendix 1 shows the latest MTFs position on the capital programme.

### ***Capital Investment Programme - Funding***

- 2.8 The Capital Investment Programme can be funded from the following sources:
- 2.9 Government Grants & Other Contributions: These are grants for specific purposes which may be available from the Government, e.g. Disabled Facility Grants. The Council can also attract partnership funding from other local authorities and agencies e.g. Local Enterprise Partnership (LEP). The Council has also benefited in the past from other funding such as lottery grants.
- 2.10 Section 106 Contributions: These are contributions from developers to the public services and amenities required for the development. These have been in part replaced by the Community Infrastructure Levy.
- 2.11 Capital Receipts: Capital receipts are derived when selling assets such as land. The main receipt relates to the arrangements made when the Council sold its housing stock to Watford Community Housing; the Transfer Agreement included a Right to Buy (RTB) Sharing Agreement whereby the Council is entitled to a share of the post-transfer receipts from RTB sales and a 'VAT Shelter Agreement' whereby the Council benefits from the recovery of VAT on continuing works carried out by Watford Community Housing.
- 2.12 Revenue Contributions: Revenue balances from the General Fund may be used to support capital expenditure.
- 2.13 Capital Expenditure Reserves: The Council has reserves which it has put aside for capital expenditure.
- 2.14 Borrowing: The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable, and affordable. Whilst the Council does not currently borrow, with the exception of LEP funding, it is likely that borrowing will be required to finance the future capital programme.
- 2.15 The capital programme includes an assessment of likely available resources to finance capital expenditure this is included at Appendix 2.

## **Property investment**

- 2.16 Lambert Smith Hampton (LSH) were commissioned by the Council in 2014 to undertake a strategic property review. The outcome of this process was reported to the March 2015 Cabinet which resulted in a number of decisions on the general aims of the Council, including establishing a Property Investment Board. The terms of reference include authority to agree a reinvestment programme and to determine the level of receipts to be recycled into new investments to support the Council's capital or revenue programme.
- 2.17 The Portfolio Holder for Property and Housing has delegated powers to agree to acquisitions and disposals up to £5,000,000 and the Head of Place Shaping/ Property Section Head have delegated powers to agree to acquisitions and disposals up to £3,000,000. Both of these subject to a full written business case being prepared and signed off by Finance and Legal and the acquisition/disposal being in line with the Property Investment Board Investment Strategy.
- 2.18 The LSH review identified that the property investment portfolio is unbalanced with an overloading of retail property. Re-profiling of the portfolio over time in accordance with a property investment strategy has been agreed by the Property Investment Board with some non-conforming properties being replaced by higher yielding conforming properties.

## **Other investments**

- 2.19 Watford Borough has established a commercial trading company Watford Commercial Services Ltd, of which it has 100% ownership. At present the only activity carried out through the company is Watford's investment in Hart Homes Development LLP, of which it has a 50% share. This is a joint venture with Watford Community Housing set up to deliver housing development within the area. In addition Watford Borough Council has a direct 50% share in Hart Homes (Watford) Ltd which was set up for the ongoing management of rental properties developed by Hart Homes Development LLP.
- 2.20 Watford Borough Council has set up a Local Asset Backed Vehicle (LABV) (the Watford Health Campus Partnership LLP) with Kier to develop Watford Health Campus. Under the LABV model, the public sector transfers land into to the partnership and the private sector matches the value of the asset to deliver the joint venture's objectives. Empowering the joint venture (by way of land and money) to deliver the regeneration and transformation activities agreed between the parties.
- 2.21 In July 2019, the Council acquired Croxley Park (a local business park) by way of a finance lease. Both the asset and lease liability are recognised on the Council's balance sheet. Because of the size of the finance lease, this is shown separately with the Council's authorised limit and operational boundary for borrowing.
- 2.22 All investment activity in relation to other investments is managed through the capital programme and revenue budget process. The activity of the joint venture and investments in partnerships and companies is included within the Group Accounts which are prepared as part of the Annual Statement of Accounts.

### ***Future Investment***

2.23 Future Investment Schemes will be assessed on the basis of a full business case which will include full resourcing for the project and an assessment of affordability. Priority areas for future capital investment are:

- ***Schemes through the joint ventures that generate a surplus and increase the supply of housing locally.***
- ***Schemes that generate revenue budget savings or income.***
- ***Schemes that allow the council to benefit from future economic regeneration potential within the local area.***

### **3. TREASURY MANAGEMENT**

3.1 The Council is required to operate a balanced budget over the medium term which, after allowing for contributions to and from reserves, broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing the requisite liquidity before considering investment return. The Council has purchased investment properties to improve the yield on its longer term surplus cash.

3.2 The Treasury Management Policy Statement, details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment strategy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The strategy allows the Director of Finance, in consultation with the Portfolio Holder for Resources, the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of maximising the Council's returns without significantly increasing risk.

#### ***The Council's Borrowing Need - The Capital Financing Requirement (CFR)***

3.3 The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which has not immediately been paid for, will increase the CFR. An increase in the CFR does not necessarily mean that the council will borrow externally to fund the increase. The Council manages its cash balances as a whole and may choose to use internal cash (generated by holding reserves and through timing differences between income and expenditure).

3.4 The table below shows the estimate of the CFR for 2019/20 and 2020/21 along with an analysis of forecast resources for 2021/22 and beyond.

	2018/19 Actual	2019/20 Forecast	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Total Proposed Capex		£42.0M	£119.7M	£36.5M	£16.2M
<u>Capital Financing -</u>					
Grants		(£3.8M)	(£7.0M)	(£1.0M)	(£0.0M)
Reserves		(£1.0M)	0	0	0
Capital Receipts		(£11.9M)	(£18.8M)	(£3.4M)	(£6.6M)
s.106 and CIL		(£0.3M)	0	(£3.0M)	0
Closing CFR	<b>£29.1M</b>	<b>£54.1M</b>	<b>£148.0M</b>	<b>£177.1M</b>	<b>£186.7M</b>
Movement in the CFR*		£25.0M	£93.9M	£29.1M	£9.6M

### ***Minimum Revenue Provision (MRP) Strategy and Policy Statement***

- 3.5 The Minimum Revenue Provision (MRP) is designed to pay off an element of the capital spend which has not already been financed from existing revenue or capital I resources. The Council is required to make prudent provision, by way of a charge to the revenue account, which means that the repayment of debt is enabled over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
- 3.6 The Council is also able to increase the rate it reduces its CFR by undertaking additional voluntary payments (voluntary revenue provision - VRP) in addition to any MRP; this is not currently the Council's policy.
- 3.7 Government Regulations require the Council to approve a MRP Statement in advance of each year. The following is Watford's MRP statement:

*For all unsupported borrowing (including PFI and finance leases) the MRP policy will be:*

- ***Asset life method*** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3)

*This option provides for a reduction in the borrowing need over the asset's estimated life.*

*Repayments of PFI or Finance Leases are allowable to use as a proxy for the above methods.*

- 3.8 Watford Borough Council's process is to produce for approval by the Director of Finance, in consultation with the Portfolio Holder, a business case for each scheme intended to be unfunded from other resources. This will clearly show the level of MRP which is proposed to ensure that the repayment of any debt can be made in a period

commensurate with the period over which the expenditure provides benefits or makes returns.

- 3.9 No MRP provision is made in respect of investments or payments in to Watford Commercial Services or the joint ventures as such investments are intended to be time-limited and allow for the repayment of debt. For finance leases the council will charge MRP to its General Fund each year dependant on the life of the underlying asset.

### **Revenue Cost of Borrowing**

- 3.10 Where the council decides to borrow to fund capital expenditure the annual cost of borrowing is included within the revenue budget.

### **Prudential Indicators**

- 3.11 There are two limits on external debt: the ‘Operational Boundary’ and the ‘Authorised Limit’. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.
- 3.12 The first key control over the treasury activity is a Performance Indicator (PI) to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

#### **Treasury Management Indicator - The Operational Boundary**

- 3.13 This is the limit beyond which external borrowing is not normally expected to exceed. In most cases this would link directly to the authority’s plans for capital expenditure, its estimates for CFR and its estimate of cashflow requirements for the year for all purposes. The Council may need to borrow, this limit represents a contingency should the need arise.

<b>Operational Boundary</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>	<b>2022/23 Estimate</b>
Borrowing - Capital Programme	£40M	£119M	£148M	£158M
Finance Lease – Croxley Park	£227M	£225M	£222M	£218M
Total	£267M	£344M	£370M	£376M

#### **Treasury Management Indicator - The Authorised Limit for External Borrowing**

- 3.14 This PI, which is required to be set and revised by Members, controls the overall level of borrowing and represents the limit beyond which external long and short term borrowing is prohibited, and this limit needs to be set or revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short

term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (2) of the Local Government Act 2003.

<b>Authorised Limit</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>	<b>2022/23 Estimate</b>
Borrowing	£55M	£125M	£155M	£165M
Finance Lease – Croxley Park	£227M	£225M	£222M	£218M
<b>Total</b>	<b>£282M</b>	<b>£350M</b>	<b>£377M</b>	<b>£383M</b>

#### **4. Future Investments**

- 4.1 The Council will continue to seek opportunities to work in partnership with others to promote economic development and the provision of housing within Watford’s wider economic area. Current partners include Kier for the Riverwell project, along with Watford Community Housing as the main local registered social provider.
- 4.2 The council has established Watford Commercial Services to allow it to work more closely with providers and exploit future commercial opportunities. The Council currently has a joint venture with Watford Community Housing through Hart Homes Development LLP.

#### **5. Skills and Knowledge and Professional Advice**

- 5.1 The Council has a shared service with Three Rivers District Council for the provision of the finance function allowing access to a greater range of professional skills than would otherwise be available if each council had a separate team.
- 5.2 Watford Borough Council uses Lambert Smith Hampton (LSH) to provide advice on and management of its investment property portfolio. LSH also provide ad-hoc advice where required on other projects. It also uses CTI as adviser on Croxley Park. The Council has a framework agreement in place with Grant Thornton to provide finance and accountancy advice and has used Trowers for legal advice on the acquisition of Croxley Park. The council uses external advisers on all major projects.
- 5.3 The Council contracts with Link Asset Services for the provision of Treasury advice. Link Asset Services provide non-regulated advice on the management of the council’s cash flows, investments and borrowings and a markets information service. The Councils VAT advisers are PSTax.

#### **6. Risk**

- 6.1 Financial risks are closely monitored as a separately identifiable part of the corporate risk management framework. The Council’s risk appetite is evolving as it becomes involved in a wider range of major property lead investments both within its economic area linked to regeneration and more widely for income generation purposes.

- 6.2 The Council takes advice from its professional advisers to both identify and mitigate the key risks it faces and ensures that all decisions are made with an understanding of the risks involved. The ongoing management of risk is a key function of the Council's Property Investment Board which routinely takes advice from LSH.
- 6.3 The council currently has an income target of £7.3M pa from its commercial investment activities. This is equivalent to 28% of its total gross income (excluding housing benefit reimbursements from government). In addition the Council is using £1.5M pa from the Croxley Park investment to support its revenue budget. All other monies are being ring-fenced within the project. The Council does not receive RSG and is entirely dependent upon locally raised taxes and locally generated income to fund services. The general fund balance as at 1<sup>st</sup> April 2019 was £2M.
- 6.4 Whilst recognising the importance of generating income to support services, the Council will ensure that its external income is actively managed to safeguard the future financial sustainability of the council. In this respect it will continue to seek to balance income from its commercial investment activities against its overall level of risk and the amount of reserves available to mitigate this risk.
- 6.5 In assessing the risk of its commercial investments the Council will consider the level of risk inherent in the income stream, the security held, its ability to realise assets or other security should the need arise and the level of income received from commercial investments compared to the total income of the council.

## Capital Forecast

The capital forecast shows the forecast for the period of the current MTFS. New major schemes will be subject to individual business cases, including identification of resources and an assessment of affordability.

	2019/20	2020/21	2021/22	2022/23
Service Area	Revised Budget	Draft Budget 2020/21	Draft Budget 2021/22	Draft Budget 2022/23
	£	£	£	£
Service Transformation	2,668	14,314	1,430	1,530
Community & Environmental	10,760	12,625	4,506	825
Place Shaping & Performance	27,637	92,093	29,885	13,228
Strategic Finance	979	679	681	682
Corporate Strategy & Comms	0	25	0	0
<b>TOTAL CAPITAL PROGRAMME</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>
<b>Total over MTFS</b>	<b>214,550</b>			

## Capital Funding 2019-2022

<b>Funding Type</b>	<b>2019/20 Revised Budget £000</b>	<b>2020/21 Draft Budget £000</b>	<b>2021/22 Draft Budget £000</b>	<b>2022/23 Draft Budget £000</b>
Grants & Contributions	3,799	6,989	1,000	0
Reserves	1,022	0	0	0
Capital Receipts	11,938	18,870	3,402	6,643
Borrowing	24,953	93,879	29,100	9,622
S106/ CIL contributions	333	0	3,000	0
<b>TOTAL CAPITAL FINANCING</b>	<b>42,045</b>	<b>119,738</b>	<b>36,502</b>	<b>16,265</b>

# Treasury Management Policy

## 2020/21



Watford Borough Council · TOWN HALL · WATFORD, HERTS WD17 3EX

## 1. Summary

- 1.1. The purpose of this report is to set out the Council's Treasury Management Policy
- 1.2. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: "the management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
- 1.3. This report supports the Council's Capital Strategy and provides additional detail on how the Council manages its Treasury Management Activity
- 1.4. The Treasury Management Policy details the policies, practices, objectives and approaches to risk management of its treasury management activities, which is to be monitored by the Audit Committee. The Council's investment policy's primary objectives are safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective. The policy allows the Director of Finance in consultation with the Portfolio Holder Resources, the delegated authority to approve any variation to the Treasury Management Policy during the year with the objective of maximising the Council's returns without significantly increasing risk.

## 2. Risks

- 2.1. The strategy details the approach taken to management of Treasury Risk. This is principally through ensuring that the main Treasury risks are managed. These risks are:

liquidity risk – that the Council may not have the cash it needs on a day to day basis to pay its bills. This risk is managed through forecasting and the retention by the Council of an adequate working capital balance. In addition, through the Public Works Loan Board and other organisations, the Council is able to access short term borrowing, usually within 24 hours.

interest rate risk – that the costs and benefits expected do not materialise due to changes in interest rates. This risk is managed through the placing of different types and maturities of investments, the forecasting and monitoring of the interest budget (with assistance from the Council's retained advisors).

exchange rate risk – that losses or gains are made due to fluctuations in the prices of currency. The Council does not engage in any significant non-sterling transactions.

credit and counterparty risk – that the entity holding Council funds is unable to repay them when due. This risk is managed through the maintenance of a list of authorised counterparties, with separate limits to ensure that the exposure to this risk is limited

refinancing risk – that the loans taken by the Council will become due for repayment and need replacing at a time when there is limited finance available or interest rates are significantly higher. The timing of loan maturities is monitored along with interest rate forecasts. Officers ensure that due dates are monitored and seek advice from the Council's advisors about when to raise any finance needed.

legal and regulatory risk – that the Council operates outside its legal powers. This risk is managed through the Council's training and development of Officers involved in Treasury Management, the independent oversight of Internal and External Audit, and

the advice (for example on the contents of this strategy) taken from the Council's Treasury advisors.

fraud, error and corruption – that risk that losses will be caused by impropriety or incompetence is managed through the controls in the Council's financial procedures. For example, the segregation of duties between those making investment decisions and those transferring funds

market risk – that the price of investments held fluctuates, principally in secondary markets. The majority of the Council's investments are not traded, but where they are (e.g. Property investment portfolio) the main investments' value comes from the income they generate which is generally long term and secure.

### **3. Treasury Indicators: Limits to Borrowing Activity**

- 3.1. There are two limits on external debt: the 'Operational Boundary' and the 'Authorised Limit'. Both are consistent with existing plans and the proposals in the budget report for capital expenditure and financing, and with approved treasury management policy statement and practices.
- 3.2. The key difference is that the Authorised Limit cannot be breached without prior approval of the Council. The Operational Boundary is a more realistic indicator of the likely position. The difference between the authorised limit and operational boundary for borrowing is that the authorised limit includes a head room for borrowing for future known capital needs now. The Authorised Limit represents the limit beyond which borrowing is prohibited, and needs to be revised if necessary by members.
- 3.3. These indicators are set out in the Capital Strategy.

### **4. Borrowing Strategy**

- 4.1. The Council's treasury team maintains a cashflow forecast and works its liquidity requirements within this forecast; it may, on rare occasions, be necessary to borrow short-term for cashflow purposes. This will be in the form of short term debt or overdraft facilities and is normally for small amounts for minimum durations. As this is based on need and has a defined repayment period it is not normally included within the limits set above.
- 4.2. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated (ie: the cost of holding does not outweigh the benefits of early borrowing) and that the Council can ensure the security of such funds. Any associated risks will be approved and reported through the standard reporting method.

### **5. Investment Policy**

- 5.1. The Council's investment policy has regard to the DCLG's Guidance on Local Government Investments and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are security first, liquidity second, then yield.
- 5.2. Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will

be as set through the Council's Treasury Management Practices Schedules and are detailed at Annex A.

- 5.3. As part of its diversification of investments, the Council has invested some of its core funds (i.e: funds not immediately required for cashflow reasons) in longer-term investment property instruments. These are in the form of individual assets directly owned by the council. Although the Council has no current investments or plans to invest in pooled property funds, these are an option that could be considered in the future. All property investments are controlled through the Property Investment Board (PIB) and each investment is subject to its own business case and appraisal before a decision to invest is taken and before any Council funds are committed.
- 5.4. The Council received a £92M reserve as a result of its acquisition of Croxley Park. Due to the nature of these funds, which will be required over the life of the asset in the form of funding for shortfalls in rent or planned programmed maintenance, the Councils Treasury Advisers are currently assisting the Council in appointing Fund Managers to manage the money on a longer-term basis. The appointment of fund managers will be through a competitive process.

## **6. Creditworthiness policy**

6.1. The Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in and the criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections below.
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

6.2. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary and will provide an overall pool of counterparties considered high quality.

6.3. Credit rating information is supplied by our treasury consultants on all active counterparties that comply with the Council's criteria. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

## **7. Counterparty Categories**

7.1. The Council uses the following criteria in choosing the categories of institutions in which to invest:

- **Banks 1 - Good Credit Quality**  
The Council will only use UK banks or foreign banks trading in the UK in sterling denomination and which meet the Rating criteria.
- **Banks 2 – The Council’s Own Banker**  
For transactional purposes, if the bank falls below the above criteria, it will be included, although in this case balances will be minimised as far as possible in both monetary size and time within operational constraints.
- **Bank Subsidiary and Treasury Operations**  
The Council will use these where the parent bank has the necessary ratings outlined above and the parent has provided an indemnity guarantee.
- **Building Societies**  
The Council will use all Societies which meet the ratings for banks outlined above.
- **Specific Public Bodies**  
The Council may lend to Public Bodies other than Local Authorities. The criterion for lending to these bodies is that the loan has been approved by Council.
- **Money Market Funds AAA Rated**  
The Council may lend to Money Market Funds in order to spread its investment risk.
- **Local Authorities**  
A limit of £5m per authority will be applied.
- **Debt Management Deposit Account Facility**  
A Government body which accepts local authority deposits.
- **Council Subsidiaries (non-specified)**  
The Council will lend to its subsidiaries subject to approval of a business case by the Director of Finance in consultation with the Portfolio Holder for Resources. Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.

7.2. For details of Specified and Non-Specified Investments see below.

## **8. Use of Additional Information Other Than Credit Ratings**

8.1. Additional requirements under the Code of Practice require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating

watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

## 9. Time and Monetary Limits Applying to Investments

9.1. The time and monetary limits for institutions on the Council’s Counterparty List summarised in the table below, are driven by the above criteria. These limits will cover both Specified and Non-Specified Investments.

## 10. Exceptional Circumstances

- 10.1. The criteria for choosing counterparties set out above provide a sound approach to investment in “normal” market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to “normal” conditions. Similarly, the time periods for investments will be restricted.
- 10.2. Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (DMO) – a Government body which accepts local authority deposits, money Market Funds, and strongly rated institutions. The credit criteria have been amended to reflect these facilities.

## 11. Investment Strategy

- 11.1. In-House Funds - investments will be made with reference to the core balance and cashflow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
- 11.2. Investment Treasury Indicator and Limit - total principal funds invested for greater than one year. These limits are set with regard to the Council’s liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

Treasury Indicator & Limit	2019/20	2020/21	2021/22	2022/23
Maximum Principal Sums invested for greater than one year (excluding investment of Croxley Park Reserve, property investment and loans to Council subsidiaries).	£10m	£5m	£5m	£5m
Maximum Principal Sums invested for greater than one year (Money Market Funds – Croxley Park Reserve)	£100m	£100m	£100m	£100m

## 12. Investment Risk & Security Benchmarking

12.1. These benchmarks are simple guides to maximum risk and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual

Report. In line with the Treasury Management Strategy, the Council has managed to invest with those institutions who offered the best rate and the investment portfolio is above the overall benchmark during the year to date.

#### Security

12.2. Security of the investments is measured by credit ratings, which is supplied by the three main credit rating agencies (Fitch, Moodys and Standard & Poors). Where investments are made to Council subsidiaries (non-listed), the security is measured through a business case with independent viability assessment.

#### Liquidity

12.3. The Council set liquidity facilities/benchmarks to maintain:

- Authorised bank overdraft - nil.
- Liquid short term deposits of at least £5m available with a week's notice.
- Weighted Average Life benchmark is expected to be 0.5 years, with a maximum of 10 years for an individual loan with a public body (excluding loans to institutions the Council has an interest in).

12.4. The Council has the benefit of instant access to its funds on the general account with Lloyds.

### **13. Reporting Requirements**

13.1. End of Year Investment Report - the Council will report on its investment activity for the financial year completed as part of its Annual Treasury Management Report after the end of the financial year.

13.2. Mid-year Investment Report – the Council will report on its investment activity for that financial year as part of its Mid Year Treasury Management Report at the end of September of that financial year.

13.3. Capital Strategy – the Council will produce the Strategy for the next three financial years towards the end of the current financial year.

### **14. Policy on the Use of External Service Providers**

14.1. The contract for external treasury management advisors is carried out by Link Asset Services. The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

14.2. The Council will also, from time to time, procure specialist advice for ad-hoc pieces of work; this will be procured in accordance with the Council's normal procedure rules.

### **15. Member and Officer Training**

15.1. The increased Member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires

a suitable training process for Members and officers. This Council has addressed this important issue by:

- Ensuring that officers attend suitable courses and seminars to keep their technical knowledge up to date;
- Keeping up to date with CIPFA publications on Treasury Management. From December 2017 there are new codes for Capital Finance in Local Authorities and also a new Treasury Management Code;
- Regular briefings both by email and face to face with the Council's Treasury advisors;
- Reports and briefing sessions to Members on major changes to Treasury policies and strategies.

### **Annual Investment Strategy**

The investment policy for the Council is:

Strategy Guidelines – the main strategy guidelines are contained in the body of the Capital Strategy and Treasury Management Policy

Specified Investments – these investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments with:

- The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- A local authority, parish council or community council.
- A body that is considered of a high credit quality (such as a bank or building society) with a minimum short term rating of F-1 (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies or a Building Society with assets over £1,000m. Non rated Building Societies are non-specified investments.
- Money Market Funds (triple AAA rated only).

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are defined in the Treasury Management Strategy.

The ratings criteria and exposure limits are detailed at Schedule 1.

Non-Specified Investments – non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of

these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

Non Specified Investment Category	Limit (£ or %)
Any bank or building society that has a minimum long term credit rating of A (or equivalent), for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£5m
The Council's own banker if it fails to meet the basic credit criteria.	In this instance balances will be minimised as much as possible
<p>Building Societies not meeting the basic security requirements under the specified investments.</p> <p>The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which were originally considered Eligible Institutions and have a minimum asset size of £5,000m, but will restrict these types of investments to £2m for up to six months.</p>	£2m
<p>Specific Public Bodies</p> <p>The Council can seek Member approval to make loans to other public bodies for periods of more than one year.</p>	£10m
<p>Loans to Council Subsidiaries</p> <p>The Council will lend to its subsidiaries subject to approval of a business case by the Director of Finance in consultation with the Portfolio Holder (Resources). Business cases must be accompanied by an independent assessment of viability, and be subjected to regular monitoring by the Director of Finance.</p>	£10m limit for any single loan
<p>Money Market Funds</p> <p>Appointed through competitive process for the investment of the Croxley Park Reserve</p>	£100m
<p>Other unspecified investments</p> <p>The strategy allows the Director of Finance, in consultation with the Portfolio Holder (Resources), the delegated authority to approve any variation to the Treasury Management Strategy during the year which may be brought about by investigating the opportunity to invest for greater than one year and also to invest in other investment instruments i.e Government bonds, Gilts and investment property with a view of to maximising the Council's returns without significantly increasing risk. This allows the addition of further unspecified investments, subject to conditions which will be generally similar to (e).</p>	£10m

The Council will also consider investment in property in accordance with its Property Investment Strategy. All property investments will be dependent on a standalone business case being proven.

### **The Monitoring of Investment Counterparties**

The credit rating of counterparties is monitored regularly. The main rating agencies (Fitch, Moody's and Standard & Poor's) provide credit ratings for financial institutions. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. The Council considers minimum short term ratings as key criteria in the choice of creditworthy investment counterparties; F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard & Poor's respectively. Minimum Short Term Ratings, where given, must be met for all categories. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

For non-specified investments (e.g. e-f above) the progress of the entity against the approved, independently verified business case will be monitored by the Director of Finance.

Institution Type	Max Amount:			£10m	£10m	£10m	£10m	£10m
	Max Length:			10 Years	364 Days	6 Months	3 Months	1 Month
	Minimum Short Term Ratings							
	Fitch	Moody's	S&P					
UK Banks								
The Council's own Bankers	F1m	P-1	A-1	If Council's own bankers fall below the minimum long term criteria for UK banks, cash balances will be managed within operational liquidity constraints and balances will be minimised as much as possible.				
Wholly Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1		Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating	Backed up by single A long term ratings by all agencies	Backed up by lower than A long term rating	Backed up by lower than A long term rating
Partially Owned Subsidiaries of UK Clearing Banks - Parent Ratings	F1	P-1	A-1		Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating	Backed up by single A long term ratings by all agencies	Backed up by lower than A long term rating	Backed up by lower than A long term rating

UK Building Societies								
Either	F1	P-1	A-1		Backed up by AA(F), Aa2(M) and AA(S&P) long term credit rating	Backed up by single A long term ratings by all agencies	Backed up by lower than A long term rating	Backed up by lower than A long term rating
Or					Assets over £15,000m	Assets over £5,000m	Assets of £2,500m	Assets of £1,000m
Specific Public Bodies				As approved by Members				
Debt Management Deposit Facility (UK Government)						Unlimited		
Money Market Funds (AAA Rated) – excluding Croxley park Reserve								£5m per fund
Municipal Bond Agency				As approved by Members				
UK Local Authorities				The Council can invest in all UK Local Authorities whether rated or not				

Notes:-

1. F1+, P-1 and A-1+ are the highest short term credit ratings of Fitch, Moody's and Standard and Poor's respectively.
2. Minimum Short Term Ratings - Where given, these must be met, for all categories (except RBS Group).
3. Building Societies - A Building Society has to meet either the ratings criteria or the assets criterion to be included in the category, not both.
4. Maximum amount is the maximum, in total, over all investments, with any one institution (with the exception of RBS Group).

## **PROPERTY INVESTMENT STRATEGY**

### **Property Investment Policy**

The council is restricted in the different investment vehicles it is legally allowed to invest in notwithstanding the over-riding need for prudence. Of the few options open one is Property and the returns from investing in property have generally been, and currently are, greater than the limited opportunities in the money markets. This should be read in conjunction with the Asset Management Policy.

In broad terms the returns can be higher because the risks are greater. Factors to be taken into account when deciding the principle of investing in property include:

- investment will be for the long term since it may not be possible, or wise, to sell quickly
- the costs of acquisition and disposal
- there are management costs, risk of rent default and failure to honour maintenance agreements
- generally property tends to appreciate in value, although this will vary by type and area; however, in some cases the value may go down
- property can become functionally obsolete necessitating major refurbishment
- without regular repair and maintenance the condition will deteriorate and the responsibility for repairs/maintenance may not always rest with the tenant
- certain types of property may become less desirable as time goes by; this can make re-letting difficult or attract a lower calibre of tenant.

### **How much is invested?**

Approximately £200 million is currently held in the property portfolio and £ 20 million is invested in treasury investments (short term investments (less than 1 year) with UK building societies and banks).

### **What type of property?**

There are different types of property investment as follows:

- Retail
- Office
- Industrial
- Leisure

For risk management purposes it is recommended that no single asset should comprise more than 10% of the whole portfolio and locations should be diverse as should property types. Convention has often dictated an ideal balance of 30% of monies invested in each retail, office and industrial sectors, and the remaining 10% into leisure and miscellaneous

uses. The mix helps to protect the fund against movements that might adversely affect one specific sector which would otherwise have a disproportionate impact.

#### **What level of financial return?**

In general, property can be categorised as prime, secondary or tertiary in terms of its desirability. 'Rack-rented' means that the maximum market rental achievable is being received. Yield derives from both capital and rent. Lower yields can indicate that the investment attracts a lower degree of risk due to the ratio of rent to capital and other factors such as location, security and regularity of income.

Property investment returns will differ depending upon the market and the nature of the asset.

The Investment Portfolio Database (IPD) index tracks total returns (income return and capital growth) on a combined portfolio of all property types and is frequently used as a benchmark by which to measure the performance of individual portfolios. Over the last 12 months the Index has demonstrated All Property returns of 16.2%, comprised of retail at 10.6%, office at 21.3%, and industrial at 20.7%. The long term average total return is 8.3%, which would be a more reliable benchmark moving forward.

#### **Where should it be located?**

Within the UK the location will influence the return and the type of property and may make management more or less difficult depending on distance from the Council offices. Only property located in the UK will be considered.

Wherever possible, stock to be selected should support local regeneration and provide a community benefit, although the Council may have to consider opportunities outside the Borough in order to achieve the required results.

## INVESTMENT PORTFOLIO ASSESSMENT MATRIX

A scoring matrix allows the relative merits of an investment opportunity to be measured. The resultant score can then be assessed against a target measure or used for comparison against other opportunities. The key financial elements are covered in the following table:

SCORING CRITERIA	Score	4	3	2	1
	Weighting Factor	Excellent / Very Good	Good	Acceptable	Not Acceptable
Location	5	Major prime	Micro prime	Secondary	Tertiary
Tenant Covenant	5	Single tenant with strong financial covenant	Multiple tenants with strong financial covenant	Single or Multiple tenants with good financial covenant	Tenants with poor financial covenant strength
Building Quality	4	Modern or recently refurbished with nominal capex required	Good quality with capex likely to be required within the next 20 years	Good quality with capex likely to be required within the next 10 years	Older style or non-compliant with capex required within the next 5 years
Occupier s Lease Length	4	Greater than 10 years	Between 6 and 10 years	Between 3 and 6 years	Less than 3 years or vacant
Tenure	3	Freehold	Lease 125 years plus	Lease between 100 and 125 years	Lease between 60 and 100 years
Lot Size	3	Between £3m & £5m	Between £2m & £3m or £5m & £7m	Between £1m & £2m or £7m & £10m	Greater than £15m
Max Score		96	72	48	24

The threshold score should be set at 60.

# Agenda Item 9

## Part A

**Report to:** Cabinet

**Date of meeting:** 18 January 2021

**Report author:** Managing Director

**Title:** Town Hall Quarter

### 1.0 Summary

1.1 As part of its ambitions to ensure Watford builds on its reputation as a thriving, diverse and creative town, Watford Borough Council has recognised the potential of the area around the Town Hall to deliver an exciting, major regeneration programme. The Town Hall Quarter (THQ) programme will transform the area, securing a thriving new quarter with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer

1.2 Since the initial development of the Watford High Street (North) Cultural Hub draft Masterplan in 2019, a number of critical factors have impacted and influenced the original programme. Our new forward looking and delivery focused Council Plan 2020-24 recognises the potential this project has to transform, not just the Town Hall area, but to provide a catalyst for new employment opportunities, a strengthened culture and heritage offer and to drive real change in the way the Council works and delivers services. Covid-19 has given impetus to this change, with the THQ programme now an important part of the town's plans for renewal and rejuvenation.

1.3 Through this significant transformation programme the Council is seeking to deliver the following outcomes:

- **rejuvenate two of the town's most important heritage buildings** – the Town Hall and Watford Colosseum, securing the long-term future of these landmark buildings and exploring ways they can make a greater contribution to the town's cultural, economic and business life, recognising the council will work in a more agile, flexible and efficient way, freeing up space for new and innovative uses for the Town Hall
- **review and renew the town's Museum and Heritage service**, learning from the best, to secure an exciting, inventive and accessible offer for Watford that celebrates the town's diverse history, bringing it to life for the community and visitors and exploring a new base for the service within this revitalised quarter
- **enhance the town's reputation as a regional centre for culture and the arts**, making more creative uses of Watford Colosseum, so it provides a catalyst for a range of entertainment encouraging a varied programme mix from professional performances to community and up and coming artists
- **create a vibrant and attractive new neighbourhood** with well-designed homes, new work opportunities and welcoming public spaces for people to meet, spend time and relax, improving the linkage between the area and the rest of the town
- **explore the development of a new innovation and incubation hub**, which would enhance the town's offer for business, providing inspiring, productive and connected working space

and investment in kit for businesses, all to accelerate business growth, collaboration, learning and wellbeing

- **reflect the Council's drive to be commercially focused**, generating positive returns on our investment so we can reinvest in the future of our town and in the services and facilities that local people value, whilst making better use of the land and buildings we own
- **transform how the Council works as an organisation, including its office accommodation**, so we are an outstanding and inspirational workplace that sets the standard as an enterprising, forward looking and supportive working environment and which our community recognises for excellent services and customer experience.

1.4 The THQ programme, which will deliver the vision outlined above, comprises seven projects:

- **Regeneration project** – will deliver the housing and regeneration aspects of the programme
- **Town Hall Development project** – will focus on how best to refurbish and use the Town Hall asset
- **Colosseum project** – will oversee the refurbishment of this historic building and broaden its use for both Watford residents and cultural organisations
- **Innovation and Incubation Hub project** – will assess how best we can support acceleration of business growth locally.
- **Museum and Heritage Service project** – will re-imagine the Museum and Heritage service and develop a service fit for the future
- **Culture project** – will provide an assessment of requirements for Watford's cultural organisations' use of the Colosseum and shape the design investment proposals accordingly
- **Transformational Change project** – will review the way the council works and where it works.

1.5 This report provides the rationale for the programme and explains in more detail the component projects of the programme which will help deliver the Council's vision for the THQ and articulates their associated benefits and costs.

1.6 Cabinet is asked to endorse the recommendations allowing officers to progress the programme and proceed to the next phase for each project and authorisation of £2.1m expenditure from existing capital budget allocations.

## 2.0 Risks

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
The effect of Covid-19 on the Economy	Reduced overall viability	Manage programme with economic cycle  Use development partner expertise to manage sale risk	Tolerate and keep under review  If the scheme becomes unviable, then review development strategy	Likelihood = 3 Severity = 3  Total risk = 9
Local Government Reorganisation	Office accommodation requirements for Council could change	Focus of programme is to reduce office requirements for council staff and ensure refurbishment of Town Hall provides office space suitable to a wider market	Treat by means of ensuring refurbished office space is commercially desirable by market	Likelihood = 2 Severity = 2  Total risk = 4
Procurement	Unable to secure a development partner	Soft market testing has suggested that the scheme will be attractive to market	Treat: Use commercial advisers to ensure that project is attractive to potential tenderers  Treat: Ensure that tender process is not overly onerous	Likelihood = 2 Severity = 3  Total risk = 6
Development and Construction Risk	Joint venture means that Council is exposed to significant development and construction risk and project causes financial loss	Choose highly experienced joint venture partner and use their expertise to manage risk Ensure that business plan is risk assessed and frequently reviewed for extent of risk.	Treat: Use procurement process to ensure securing a suitable development partner  Treat: maintain development strategy under continuous review	Likelihood = 2 Severity = 4  Total risk = 8

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Financial risk of the regeneration scheme not achieving its predicted return	Ultimately if the regeneration project does not generate the predicted return the project may not be able to cover all the projected costs	Soft market testing and external expert advice has been sought and confirms potential projections.	Treat: Engage external advice	Likelihood = 2 Severity = 3  Total risk = 6

### 3.0 Recommendations

3.1 The recommendations for Cabinet are listed below with a reference to where the detail can be found in the main body of the report. The recommendations are to:

1. Agree the overall vision for the THQ (see section 9)
2. Agree the terms of reference for the Members Steering Group to oversee the THQ programme as set out in appendix A (see section 10)
3. Confirm that the preferred commercial delivery structure for the Town Hall Quarter regeneration project would be to enter into a joint venture limited liability partnership with a private sector development partner (see section 11.2)
4. Authorise officers to proceed with the procurement for the appointment of a development partner for the Regeneration project via a procurement process under the Public Contract Regulations using the competitive dialogue procedure delegating authority to the Mayor in consultation with the Member Steering Group and the Group Head of Place Shaping to approve the following elements of the procurement process namely: the project objectives, the selection criteria, the evaluation criteria and the short-list of tenderers selected to proceed to invitation to participate in the dialogue and following the procurement to seek Cabinet approval of the appointment of a joint venture partner (see section 11.2)
5. Agree to the Head of Property and Regeneration undertaking commercial negotiations with the landowners across the site to acquire their land interests and integrate those buildings and land into the proposals to undertake comprehensive development of the Town Hall Quarter site, and if terms are agreed to either enter option agreements or subject to Council approving expenditure of the necessary funding undertake those acquisitions (see section 11.3).
6. Authorise officers to proceed with the development of an Outline Business case and supporting design work for the redevelopment of the Town Hall and bring this back to Cabinet in Autumn 2021 or earlier if possible (see section 12).
7. Authorise officers to proceed with the development of an Outline Business case and supporting design work for the comprehensive refurbishment of the Colosseum and bring this back to Cabinet Autumn 2021 (see section 13).
8. Authorise officers to proceed with the development of a Strategic Business case for the development of an Innovation and Incubation Hub project and bring this back to Cabinet in Summer 2021 (see section 14).

9. Note the appointment of the Museum and Heritage Service Review Consultants and authorise officers to proceed with the development of an Outline Service Plan for the redevelopment of the Museum and Heritage service and bring this back to a future Cabinet (see section 15).
10. Authorise officers to work with Watford cultural organisations' to understand their requirements to inform the future redevelopment of the Colosseum (see section 16).
11. Authorise officers to proceed on developing Transformational Change organisation strategy for how the Council staff operate and develop Communications plans to integrate with and complement the other projects in the THQ programme (see section 17).
12. Recommend to Council a budget of £2.1m for officers to progress the programme (see section 18).

#### 4.0 Timetable of decision making

- 4.1 During the course of 2021 there will be a series of key programme gateways, when further decisions by Cabinet will be required. These decisions will include:

Timeframe	Decision
Quarter 2	Commence the procurement process for a joint venture development partner
	Proposals regarding innovation and incubation hub in the Town Hall
Quarter 3	Proposals regarding future location of the Museum and accompanying Heritage service plan
Quarter 4	Business plans, design proposals and delivery routes for the Town Hall, Colosseum and Museum
	Seek Cabinet authority to appoint joint venture development partner and seek allocation of funding to the project
2022	Confirmation of detailed business plan for regeneration project
	Establishment of joint venture LLP and associated governance structure
	Commence works on Town Hall and Colosseum

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**Report approved by:** Donna Nolan, Managing Director

## 5.0 Introduction and Background

- 5.1 This report updates Members on the plans the Council has for the development of what is known as the Town Hall Quarter (THQ) programme. The THQ Programme has previously been presented to Cabinet as the Watford High Street (North) and Cultural Hub draft Masterplan in 2019. That plan focused on the regeneration of the north end of Watford High Street. Phase 1 of the previously proposed masterplan is the area around the Town Hall as illustrated in the photograph below.



- 5.2 In October 2019 the masterplan was adopted and officers were instructed to progress further feasibility work and develop an implementation plan. The Cabinet Decision of October 2019 also suggested that there may be an opportunity to move the Museum up to the Town Hall area to help create a cultural hub. Over the course of 2020, the Council has carried out further design work for the area around the Town Hall, liaised with key landowners (in particular the NHS and HCC), considered the viability for a potential regeneration project and undertaken soft market testing with potential development partners. This has enabled the preparation of an outline business case and delivery plan to achieve regeneration through redevelopment of the land around the Town Hall Complex, Library and Leisure Centre. Part of this work has involved considering potential options for the future of the Town Hall.
- 5.3 In parallel with this, the Council has been considering the future of the Colosseum, which is in need of significant refurbishment works and where there is an opportunity to enhance the way that it performs and the consequential revenue that it could generate. During 2020 the Council procured Mace to carry out design work to identify in detail the works required and how improvements in performance could be achieved. Recognising the interlinkages and synergies between the various work streams, it is now proposed to bring these together to form the basis of the THQ programme as a holistic approach to regenerating the area around the Town Hall, giving the existing heritage buildings sustainable futures and improving Watford's cultural and heritage offer. The entire project will have the additional benefits of delivering at least 300 new homes and enable the Council to improve the way it operates and rationalise its own space requirements.
- 5.4 The work considering the regeneration and redevelopment of the land around the Town Hall Complex, Library and Leisure Centre is now sufficiently advanced for officers to present a delivery plan to Cabinet. Further work in developing business cases for the other elements of the programme is needed. We are seeking authorisation to be able to spend money to develop these business cases further as well as seeking authorisation to proceed with the procurement of a development partner for the regeneration project aspect of the programme and negotiating with other landowners to integrate their landholdings into the development.

5.5 The Council has also made a funding bid to the Government's Public Sector Decarbonisation Scheme to carry out energy efficiency improvement works to the Town Hall and Colosseum. This would help significantly improve the environmental performance of these buildings. If this bid is successful, then works will be carried out on the buildings during this coming year

## 6.0 Why are we doing this?

6.1 This THQ programme will radically transform the area around the Town Hall, securing a thriving new quarter with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer. It will revitalise Watford, providing a huge economic boost post Covid. Our current estimates are that the regeneration project element of the programme will generate a circa £9m return, which will enable us to invest in the heritage and cultural aspects of the programme.

6.2 Clearly with a programme of this size and nature, there is a **significant** financial risk. In order for us to get to a position where we can properly assess the longer term financial and economic benefits of this ambitious programme we need to commit expenditure to develop a series of business cases for the projects in this programme. We are budgeting to cover early architectural and design work for the Town Hall and Colosseum, the cost of employing staff to work up detailed business cases for each project, and critical professional advice that programmes of this nature require (e.g. financial, commercial, legal and development advice) as well as covering the cost of a procurement process to secure a development partner. Our current estimate of the cost is in the region of £2.1m.

6.3 There is a risk that ultimately the programme may not be viable but this will not be known until we have done the detailed work on the business cases and undertaken the procurement exercise. In terms of the regeneration project, "soft" market testing of the scheme we are proposing has given us reasonable confidence that elements of the programme are workable and will generate the returns currently projected (which will be covered in Part B of the Cabinet report). Members will be aware there is always a risk that markets change and the programme may ultimately not be viable.

6.4 Cabinet need to be advised that capital spent to date and additional monies being allocated from this report will need to be converted from capital to the revenue budget if the projects described do not proceed. This would create a significant financial pressure and a potential impact on front line service delivery. At present we are assuming that the regeneration project will contribute towards the funding of the Town Hall and Colosseum, if the regeneration project is not profitable during the delivery phase of the regeneration programme this would not be the case.

## 7.0 What are we asking of Cabinet?

7.1 To progress to the next phase of each project of the programme it will be necessary to allocate funding for design work, support the procurement of a JV partner and enable the business case work to be undertaken. We estimate the funding required at present to be in the region of **£2.1m, such capital is already allocated within the capital programme**. This funding will be used primarily to develop the necessary business cases as well proceed with the procurement of a development partner for the regeneration project aspect of the programme. Further details of the funding requested can be found in the Financial Business Case section (section 18) of this report.

## 8.0 THQ Programme

8.1 Since the initial development of the Cultural Hub Masterplan in 2019, a number of critical factors have impacted, and influenced, the original project. Our new forward looking and delivery focused Council Plan 2020-24 recognises the potential this project has to transform, not just the Town Hall area, but to provide a catalyst for new employment opportunities, a strengthened culture and heritage offer and to drive real change in the way the Council works and delivers services. Covid-19

has given impetus to this change, with the project now an important part of the town's plans for renewal and rejuvenation.

- 8.2 The review of the Cultural Hub Masterplan in 2019 recognised that the project was much broader and complex than a single regeneration project, taking in a number of additional elements. In view of this, it has been reset as a joined up and comprehensive programme, bringing together seven projects. Together, these projects both through their individual successful delivery and by capitalising on the full potential of their links and connections, will achieve the ambitious and transformational vision for the THQ.

## 9.0 Vision

- 9.1 As part of its ambitions to ensure Watford builds on its reputation as a thriving, diverse and creative town, Watford Borough Council has recognised the potential of the area around the Town Hall to deliver an exciting, major regeneration programme. This programme will transform this area at the top of Watford's High Street, securing a thriving new quarter around a new town square with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer.

- 9.2 "Town Hall Quarter: Vibrant, Inspiring, Creative and Collaborative"

Through this significant transformation programme the Council is seeking to:

- **rejuvenate two of the town's most important heritage buildings** – the Town Hall and Watford Colosseum, securing the long-term future of these landmark buildings and exploring ways they can make a greater contribution to the town's cultural, economic and business life, recognising the council will work in a more agile, flexible and efficient way, freeing up space for new and innovative uses for the Town Hall
- **review and renew the town's Museum and Heritage service**, learning from the best, to secure an exciting, inventive and accessible offer for Watford that celebrates the town's diverse history, bringing it to life for the community and visitors and exploring a new base for the service within this revitalised quarter
- **enhance the town's reputation as a regional centre for culture and the arts**, making more creative uses of Watford Colosseum, so it provides a catalyst for a range of entertainment encouraging a varied programme mix from professional performances to community and up and coming artists
- **create a vibrant and attractive new neighbourhood** with well-designed homes, new work opportunities and welcoming public spaces for people to meet, spend time and relax, improving the linkage between the area and the rest of the town
- **explore the development of a new innovation and incubation hub**, which would enhance the town's offer for business, providing inspiring, productive and connected working space and investment in kit for businesses, all to accelerate business growth, collaboration, learning and wellbeing
- **reflect the Council's drive to be commercially focused**, generating positive returns on our investment so we can reinvest in the future of our town and in the services and facilities that local people value, whilst making better use of the land and buildings we own
- **transform how the Council works as an organisation, including its office accommodation**, so we are an outstanding and inspirational workplace that sets the standard as an enterprising,

forward looking and supportive working environment and which our community recognises for excellent services and customer experience.

## **10.0 Town Hall Quarter Programme Structure**

10.1 The programme comprises seven projects which are described in the sections 11 to 17. In summary the projects are:

- Regeneration project
- Town Hall Development project
- Colosseum project
- Innovation and Incubation Hub project
- Heritage Service Project
- Culture project
- Transformational Change project

10.2 The THQ programme will be managed in line with the Council's corporate approach to programme management and via the Council's internal governance arrangements, with a designated Programme Board overseeing delivery which is also carefully monitored by the Council's EPMO Assurance Group and the Leadership Board and regularly reported to Members.

10.3 As it is progressed, the programme requires regular political oversight. To this end, it is recommended that a Member Steering Group is established that will oversee the progression and delivery of the whole programme. Terms of reference for that group are included as Appendix A. This group will enable continuous political oversight of this important programme. Cabinet will of course be regularly appraised of progress and there will be fixed points at which proposals will come back to Cabinet.

## **11.0 Regeneration Project (Sponsor – Tom Dobrashian, Group Head of Place Shaping)**

### **11.1 Background and work-to-date**

11.1.1 This part of the THQ programme has been running for some time and has been presented at various stages to Cabinet under the guise of the Watford High Street (North) and Cultural Hub draft Masterplan. At Cabinet in October 2019, officers were instructed to prepare an implementation plan for Phase 1 of the draft Masterplan, which focussed on the area around the Town Hall.

11.1.2 The area under consideration concerns land that is bounded by Rickmansworth Road (on the south east side), A411 (on the north east side), Peace Prospect and Hyde Road (on the north west side) and the boundary between the Colosseum and the Peace Hospice (on the south west side). Over 50% of the land is owned by Watford Borough Council and most of the rest of the land is owned by other public sector organisations. The proposals exclude any changes to the Leisure Centre or the Library Building that both sit within the defined boundary.

11.1.3 In order to develop the implementation plan, the Council instructed a design team and commercial advisers (Montagu Evans) to help prepare a concept masterplan, carry out viability analysis on a variety of options and soft market test the proposals with potential future development partners. This fed through to the formulation of an outline business case including a delivery strategy and financial analysis of a preferred option. The latter has been carried out by Grant Thornton. In

parallel with this work, the Council has liaised with the other key public sector landowners, Hertfordshire County Council and the Hertfordshire Community NHS Trust, to ascertain whether they were supportive of the proposal to redevelop the land.

- 11.1.4 When reviewed in the context of planning policy and the sustainability agenda, the land around the Town Hall, behind the Colosseum, around the Watford Library building and the Avenue Car Park is manifestly under-used, given its central location and high accessibility. There is an opportunity to deliver significant regeneration of this area, to improve the quality of the public realm providing a much better environment for pedestrians through development of the surface car parking, reclaiming land used for highways, replacing some of the buildings and building on other unused land area. The concept masterplan work suggests that at least 300 new homes could be built here with a supporting mix of other uses to activate the public realm. It is incumbent on the public sector owners of the land to make much more effective use of this area of town.
- 11.1.5 The concept masterplan envisages comprehensive regeneration of the area involving building new homes and other premises on all the surface car parking area, involves the potential demolition of the Town Hall Annex (behind the Colosseum) and would involve demolition of the portacabins that are connected to the Town Hall. The area around the sides and back of the Library Building would also be redeveloped, including demolition of the Avenue Clinic and replacement of the health facilities elsewhere within the project.
- 11.1.6 The masterplanning work suggests that there is an opportunity to create a new active town square between the Town Hall and the Library Building, which celebrates the top of Watford's High Street. The development of the area can facilitate finding sustainable futures for the heritage buildings and re-provide the existing facilities (such as health facilities) in more suitable premises.
- 11.1.7 This concept masterplan is subject to change, once a development partner is procured to provide their expertise.
- 11.1.8 The business case work involved consideration of various options for redevelopment of the area, including development of discrete plots of land or individual landownerships. The conclusion has been that comprehensive regeneration gives rise to the greatest level of benefits, best meets the objective to improve this part of Watford town centre and represents the most viable proposition.
- 11.1.9 The development would be mostly paid for through the creation of value generating property such as new homes (private and affordable), commercial office space, the potential for a new hotel and active ground floor uses, such as cafes and other food and beverage combined potentially with a live music venue.
- 11.1.10 The Council has embraced the need to respond to the climate emergency and this also represents an opportunity for the Council to champion sustainability through extending the economic life of heritage buildings, help to reduce reliance on cars by improving the pedestrian access to the town centre and promote energy efficient design. The project itself will create economic activity within a highly accessible location, thereby being inherently less reliant on privately owned road transport. As the design of the project is progressed, the Council will explore ways to deliver refurbished and new buildings that are exemplary in energy efficiency.
- 11.1.11 Having identified a preferred option, consideration has then been given to the delivery strategy for the project and how this might be procured. This has been further supported by financial analysis to consider the potential impact of the project on the Council's medium term financial strategy; this latter work has been carried out by Grant Thornton.

## 11.2 Proposal

- 11.2.1 Based on the business case work and drawing on the commercial advice by Montagu Evans and Grant Thornton, the proposal for the Regeneration Project is to proceed with comprehensive regeneration of the whole identified area. Given that the Council does not have the in-house expertise, nor the appetite to take on the financial risk alone to deliver this ambitious regeneration scheme, it is proposed that the Council seek the assistance of an experienced private sector development partner to with a proven track record in progressing complex multi-phase urban regeneration projects of this nature.
- 11.2.2 There are various ways in which the Council could achieve regeneration with a private sector development partner. Given the high profile, town centre location of the project and importance of this scheme to the revitalisation of Watford town centre, the Council wishes to ensure that it is delivered to a high quality. In order to achieve this, the two options that most closely meet the Council’s aspirations are through a development agreement with a private sector developer or by means of a joint venture with a developer. These are compared further in the table below.

<b>Development Agreement</b>	
<b>Pros</b>	<b>Cons</b>
<ul style="list-style-type: none"> <li>▪ This has the potential to generate a capital receipt from the sale of the land</li> <li>▪ The Council could choose to use the capital receipt fund some the scheme e.g. to pay for non-value items, such as cultural benefits or Town Hall refurbishment.</li> <li>▪ There is no development risk to the Council.</li> <li>▪ A development agreement requires simpler governance arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The development partner takes all the profit from the development and there is a relatively lower return to the Council.</li> <li>▪ The Council would have less control over quality and design decisions for a high profile project where quality will be very important.</li> <li>▪ The Council would have less influence over programming.</li> <li>▪ A development agreement is less flexible to adapt to a changing economic environment or any changes driven by planning consent. If changes are required, this can lead to the need to re-procure a development partner thereby causing significant delay.</li> </ul>
<b>Joint Venture</b>	
<b>Pros</b>	<b>Cons</b>
<ul style="list-style-type: none"> <li>▪ It is anticipated that a surplus will be generated by the project.</li> <li>▪ There is potential to put this surplus back into the scheme to pay for non-value items, such as cultural benefits or Town Hall refurbishment to ensure the Town Hall redevelopment is cost neutral, or to increase the percentage of affordable</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Council is required to take development risk together with a JV partner. A more involved and complicated governance structure is required to make the project successful.</li> </ul>

<p>housing or use the surplus for other Council priorities.</p> <ul style="list-style-type: none"> <li>▪ The Council's land value is matched by development partner, so typically the Council does not need to contribute any funding until later in the project delivery.</li> <li>▪ The Council will have equal control with the developers on decisions over quality, design decisions and final outcomes, because decision-making will be based on 50/50 voting rights.</li> <li>▪ The Council would likewise have more influence over programming.</li> <li>▪ Through the JV's business planning cycle, the project is capable of major adaptation to changing economic and other circumstances without need for re-procurement.</li> <li>▪ The Council has had a positive experience of joint venture arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Council would be required to take construction and sales risk as part of a joint venture.</li> </ul>
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11.2.3 Having considered the options for delivery, a joint venture arrangement with a suitably experienced private sector developer is recommended as providing the Council with the best outcomes.

11.2.4 In choosing to look for a development partner and establish a joint venture, the Council will be taking a share of the development risk. The key mechanisms for managing this development risk are:

- procure an experienced private sector development partner with appropriate expertise to ensure that the project is competently delivered and ensure that the development partner is equally exposed to financial risk;
- ensure that suitable development management and other professional services are provided to the joint venture vehicle;
- this project will take up to 10 years to deliver and will be progressed over at least one economic cycle – the project can therefore be programmed to take advantage of the economic cycles to ensure that housing sales take place at appropriate times;
- thorough risk assessment of the business plan and phases of development; and
- suitable contingencies should be assumed within viability work to cater for minor changes in values and construction costs and address any cost increases.

11.2.5 In suggesting this approach, it should be noted that Watford has experience with joint venture commercial arrangements and will use the experience from these to shape the commercial structure for the Town Hall Quarter programme. Joint ventures between private and public sector partners have become an approach that is regularly used by the public sector to deliver complex urban regeneration projects. There is now a body of documentation developed in the market to set out the commercial, financial, and operational structures for this type of vehicle and which most developers and their advisers are familiar and comfortable with.

- 11.2.6 These arrangements allow the public sector to draw on the experience and expertise within the private sector without giving away all the surplus that could be generated from a project, and without losing control of the project. Typically, the value of the land contributed by the Council will be matched with cash by the private sector partner. In this case, this will likely mean that the private sector partner would pay for all the pre-development design and planning work. Only once this matched contribution has been expended in adding value to the project does the Council need to start contributing capital to the project. Thereafter, the Council and the private sector partner contribute 50% each to the project, receive 50% each of any surplus generated and govern the project on a 50/50 basis. This type of arrangement allows the Council to retain considerable control of all aspects of delivery of the project and to ensure that such a high-profile project is delivered to a high quality for the benefit of the residents of Watford.
- 11.2.7 In addition, the Council is not under obligation to transfer land to the joint venture unless and until the JV (as developer) has satisfied all the necessary pre-conditions for a transfer of land (e.g. planning, funding, pre-lets, viability). Further, in selecting a joint venture partner it is possible but not an absolute requirement to appoint a partner with relevant construction and other limbs to their business which may complement the joint venture and the scheme. This can add benefits in terms of delivery.
- 11.2.8 Based on the advice given by its advisers, the Council proposes that the joint venture arrangement should be a limited liability partnership (LLP). As the Council will be entering into the joint venture in order to pursue primarily regeneration purposes, a LLP is lawful and has a tax advantages over a limited company. This is because LLPs established under the Limited Liability Partnerships Act 2000 are tax transparent vehicles. In other words, LLPs are 'transparent' for direct taxes (including corporation tax and capital gains tax) which means, for example, any profits of the LLP will be taxed in the hands of its members rather than in the LLP itself. The Council will be able to rely on its local authority exemption from corporation tax in relation to those profits.
- 11.2.9 Through the procurement process, an initial business plan for the project would be prepared for adoption by Cabinet at the time of appointment of the preferred development partner, typically with more detail on any first phase. Thereafter, a more detailed business plan would be prepared by the joint venture for confirmation by Cabinet together with appropriate governance arrangements to ensure that the Council retains sufficient control of the project as it proceeds. It will only be at this point that a formal commitment is required by the Cabinet to recommend to the Council a formal commitment of capital to the joint venture.
- 11.2.10 The Council has further considered the best route to secure a joint venture development partner. Due to the value of the proposed works the council will have to comply with the Public Contract Regulations. Advice from our commercial and legal advisors is using the competitive dialogue procedure will secure the best opportunity to get the right development partner for this project. Whilst there are various frameworks available that could be used and which might make the process slightly faster, these all constrain the type of contract that can subsequently be entered into and thereby prevent the Council from tailoring the future commercial structure in a way that is optimal for this project.
- 11.2.11 The advice received is that the council should use competitive dialogue (CD) (and not competitive procedure with negotiation (CPN)). None of the other procurement processes (i.e. open or restricted) are suitable. This approach has maximum flexibility and is especially preferable when looking for a joint venture partner. However, it is recognised that there is a risk of protracted dialogue that can cause programme delay and an escalation of costs. The way to mitigate against this is through careful preparation at the outset and using commercial advisers and legal teams who are well versed in procurement for this type of commercial structure. The council has already procured Browne Jacobson as its legal advisers for this project and they with Montague Evans

commercial advisers and Grant Thornton financial advisers will work with the council to achieve an optimum procurement process.

### **11.3 Land Assembly Requirements**

11.3.1 In order to progress a comprehensive regeneration project for the identified area, the Council will need to reach agreement with the other landowners to acquire their land. In the first instance, in order to provide confidence to potential tenderers as part of a procurement process, the Council will need to seek to enter into in-principle agreements with respective landowners to demonstrate that there are no impediments to progressing the project.

## **12.0 Town Hall Project - (Sponsor – Andrew Cox, Group Head of Transformation)**

### **12.1 Background and Work to date**

12.1.1 Through progressing this programme, the Council wishes to ensure that the both the Colosseum and the Town Hall have sustainable futures and can help to improve Watford's cultural and employment offer. The Council will also need to decide on the future of the Town Hall Annex – whether this is a useful building in its current form or whether there is more value in its redevelopment as part of the regeneration project.

12.1.2 The Town Hall, as currently configured, has been recognised as not fit-for-purpose to meet the future accommodation requirements of the Council and the current use of the space is very inefficient. Additionally the Town Hall is not considered to be desirable rental space in its current configuration and condition, although following work over recent years it does have a suitable energy rating to be rented to third parties. There are also some essential works that need to be completed due to elements of the building being end-of-life, which will be required regardless of the buildings' future. All of these factors need to be addressed to give the building the desired sustainable future.

12.1.3 Through adaptation of the Town Hall building, there is an opportunity for the Council to compress its space usage, reduce operating costs, enhance its operations and at the same time free up space within the building for other purposes. The Council's space requirements will be defined through the Transformational Change Project to ensure that the space needed reflects the post-Covid culture and way of working that our staff have told us they want and which the Council aspires to deliver best in class services to residents.

12.1.4 Other purposes that have been identified as options for the Town Hall include making space for Watford Museum and providing flexible, easy-in-easy-out office space for other organisations such as the creative industries and voluntary sector. Alternatively there is the potential to turn the Town Hall and/or the Annex into an Innovation and Incubation Hub, an idea that is being explored as a separate project (see Innovation and Incubation project below).

12.1.5 Business case preparation and supporting design work is required to fully explore the available options and identify a preferred future for the building(s). This project is being linked with and managed alongside the Colosseum project (see below) as it is likely to be cheaper to deliver the works at the Town Hall at the same time as the Colosseum

### **12.2 Proposal**

12.2.1 Further detailed work is required to develop an options appraisal and a subsequent Outline Business Case for redevelopment of the Town Hall. As part of this work a set of requirements will be developed for the Town Hall. These will be sourced from the work being carried out on other THQ projects work specifically, the Museum and Heritage Service project exploring the potential move the museum to the Town Hall), the potential for an Innovation and Incubation Hub being

based at the Town Hall and the Transformational Change project (this will determine the amount of space required for Council staff within the Town Hall).

- 12.2.2 The proposal is to work up a detailed planning and business case document for the Town Hall redevelopment in the first nine months of 2021 with a view to bringing this back to Cabinet in early Autumn.

### **13.0 Colosseum Project - (Sponsor – Andrew Cox, Group Head of Transformation)**

#### **13.1 Background and Work to date**

- 13.1.1 Earlier this year the Council commissioned a design team to assess the standalone refurbishment requirements for the Colosseum to both address elements of the building that are “end-of-life” and to enhance the use of the building for a future operator. The initial design work, has been completed; however, it is thought that there are further opportunities to make even better use of the building (see Culture Project below). There may be further synergistic uses between the Colosseum and a re-purposed Town Hall and we are keen to explore whether these have any merit.
- 13.1.2 This project will develop requirements for the refurbishment of the Colosseum in parallel with the requirements and business case developed as part of the Culture Project (see below) and, once agreed, will deliver the refurbished Colosseum.

#### **13.2 Proposal**

- 13.2.1 As part of this work a set of requirements will be developed for the Colosseum. These will be fed by other work such as the Town Hall redevelopment project, the Heritage Service project and the Culture project.
- 13.2.2 The proposal is to work up an Outline Business case and supporting design work for the Colosseum redevelopment in the first nine months of 2021 with a view to bringing back to Cabinet a business case in early Autumn 2021.

### **14.0 Innovation and Incubation Hub Project - (Sponsor – Vivien Holland, Interim Executive Head of Commercial and Finance)**

#### **14.1 Background and Work to date**

- 14.1.1 This project is to explore the feasibility of an innovation and incubation hub to be located in Watford, followed by steps to implementation in the event it proves to be viable and fundable.
- 14.1.2 There are several such hubs around the country, delivered by different providers. The purpose of these hubs in general is accelerated economic development. They are more than co-working spaces because they also provide infrastructure and support to growth businesses which then may go on to become major businesses in the town, supporting its economic growth and vibrancy and fulfilling the Council’s commitment to create a thriving, diverse and creative town. Typically the public or university sector provide space and in due course income could be achieved from the space usage.
- 14.1.3 Public sector funding is often required to support the establishment of a hub and having a business case prepared will enable us to bid for such funding.

#### **14.2 Proposal**

- 14.2.1 The first part of this project is to prepare a business case for the creation of an innovation and incubation hub within Watford, which, based on detailed understanding of Watford’s economy, will set out the key parameters for such hub – such as what economic sector(s) it will seek to bolster.

This will feed through to defining where such hub would best be placed (where the Town Hall is an option) and what spatial and other requirements are necessary to enable a hub to thrive.

- 14.2.2 If the Town Hall were to be a suitable site for a hub, then further analysis will be required to ascertain the funding requirements to deliver this ambition. If the Town Hall were to become the preferred option for an innovation and incubation hub, then further consideration will be required for the alternative uses of the Town Hall, including the Council offices and the Museum and whether these can be accommodated alongside the incubation hub or would need to be located elsewhere

## **15.0 Museum and Heritage Service Project - (Sponsor – Alan Gough, Group Head of Community and Environmental Services)**

### **15.1 Background and Work to date**

- 15.1.1 This project is reviewing the Museum and Heritage Service. The project will assess the options for the service and specifically:

- assess the requirement for the Museum in Watford, re-assess its purpose and value to the community;
- define new objectives for the Museum that set out its vision and determine what it should focus on in terms of its collection, where necessary rationalising the existing collection;
- define anew the objectives and remit of the associated heritage service;
- consider whether the Museum should remain at the current location (Benskin House) or whether it would better be relocated to a refurbished Watford Town Hall and Watford Colosseum site as part of the Town Hall Quarter (THQ) project at the top of the town; and
- re-assess the opportunity to seek lottery funding to improve the existing building, storage, displays and wider experience.

- 15.1.2 The objective of the project is to re-imagine the Museum and Heritage service and particularly bring the Museum experience up to modern standards. The project will then implement the changes to the way the heritage service is run and deliver the physical change.

- 15.1.3 A tender exercise has been completed and a company is in the process of being appointed to carry out a review of the Museum and Heritage service.

### **15.2 Proposal**

- 15.2.1 The appointed consultants will, in conjunction with officers, develop an Outline Service Plan for the Museum and Heritage service in the first quarter of 2021.

## **16.0 Culture Project - (Sponsor – Alan Gough, Group Head of Community and Environmental Services)**

### **16.1 Background and Work to date**

- 16.1.1 This project is focused on the cultural offer and future operation of the Colosseum. As with the Museum and Heritage Service project, there is potential to make better use of the Colosseum space to support local cultural organisations.

- 16.1.2 We appointed design consultants Mace to review the Colosseum and the design work that has been carried out to-date by Mace has sought both to identify a refurbishment strategy for the

Colosseum and, critically, to identify ways that the building could generate more income by making it much more attractive to operators for example allowing them to increase income from food and beverage, and merchandising.

- 16.1.3 There is potential for even better use of the Colosseum to be made through making the facilities more useful to local theatre, performance, art and dance organisations. This would increase the activity in the building during the daytime and outside of major events, and potentially generate further income.

## 16.2 **Proposal**

- 16.2.1 The project will provide an assessment of requirements for Watford's cultural organisations' use of the Colosseum. It will then feed design requirements through to the design brief for the Colosseum with a supporting business case. In addition it will prepare for a new operator for the Colosseum.
- 16.2.2 Once a proposed approach has been confirmed, then procurement will progress for a future operator.

## 17.0 **Transformational Change – (Sponsor – Kathryn Robson, Executive Head of Strategy and Communications)**

### 17.1 **Background and Work to date**

- 17.1.1 The Council recognises that the Town Hall Quarter programme presents an outstanding opportunity to link the sustainability of the Town Hall to the direction of the 'future Council', which seeks to build on the adaptable, flexible and collective way we have worked this year. As a bold, forward looking Council we know that our future success will depend on matching our ambitions to the way we work. This will need to be underpinned by a robust and organisation-wide transformational change programme that has staff at its heart and that works alongside them, and members, to shape and embed our 'future Council' vision. This vision will reflect the type of Council we want to be, focusing on areas that we know are critical for successful and thriving workplaces such as collaboration, innovation, creativity and employee wellbeing and which our residents and community recognise for excellent services and outstanding customer experience.
- 17.1.2 This project is being led by the Executive Head of Strategy and Communications, with support from the Executive Head of Human Resources and Organisational Development. Additional expertise in organisational change and transformation will be secured to support the project, bringing in best practice from both the private and public sector as well as the latest thinking in embedding the ethos of 'work is what you do, not a place you go' but the Council, and its staff, will drive this project to secure the culture and ways of working that meets our goals and Council Plan ambitions.

### 17.2 **Communications and Engagement**

- 17.2.1 The Council recognises that timely, accurate and transparent communications and engagement will be a vitally important part of the successful delivery of the THQ programme and its component projects. As this is such a significant and transformational programme for the local community, staff and members, other identified stakeholders and the town overall, the Council is committed to keeping people informed, up to date and involved in the programme as it progresses.
- 17.2.2 An initial communications and engagement plan has been developed to support the programme and, given the scope of the plans, it is proposed that a dedicated resource works on this aspect, linking both external and internal communications and engagement. The dedicated role can also provide resource to the specific project areas as needed. It is envisaged that they will work closely with the Communications and Engagement team, taking responsibility for identifying effective opportunities to engage the community and keep them up to date, developing a proactive and

informative schedule of communications throughout the life of the programme. This will include reaching out to those groups within the community who may find it harder to engage through usual channels.

### **17.3 Proposal**

17.3.1 This project will work up plans to support the significant transformational change for the Council and develop and manage the Communications plan.

### **18.0 Implications**

#### **18.1 Financial Issues**

18.1.1 Part B Appendices D, E and F are attached to this report and they include financial and commercial advice from Grant Thornton (Appendix D) and Montagu Evans (Appendix E) plus a high level financial summary (Appendix F).

18.1.2 The strategic business case for the regeneration project indicates that there is potential for a return of circa £9m by year 10 of the programme. Further work is required to develop the detailed business cases for the Town Hall redevelopment, the Colosseum development and the potential relocation of the Museum though it should be noted that these projects do not impact on the financial return from the regeneration project.

18.1.3 The cost of developing these business cases plus the costs of carrying out the procurement of a development partner to deliver the regeneration project we estimate will be circa £2.1m. We are seeking approval to use an equivalent proportion of the existing £11M capital budget for the Town Hall/Colosseum to fund developing detailed business cases for all of the projects in the programme and taking the regeneration project through the procurement process for a development partner. Specifically it covers the following costs:

- procurement of a development partner - £500k
- design and business planning for the Town Hall and Colosseum - £1m
- staffing all projects - £500k
- contingency - £100k

18.1.4 Should the full project not proceed there is a risk that a proportion these costs would not be able to be charged to the capital programme and would have to be met from revenue reserves.

18.1.5 The key financial risks around the regeneration project include:

- Inflation may rise more than planned
- Sales values may be lower than forecast
- Construction costs may be higher than forecast
- Interest rates may go up
- PWLB / State Aid implications

18.1.6 Soft market testing has given some confidence in respect of these and they will be covered in more detail within the final business case.

- 18.1.7 In terms of funding already available the capital programme already has £11m identified towards the refurbishment of the Town Hall and Colosseum. However it is recognised that to deliver the ambitions set out above in this comprehensive and transformational programme we will need to borrow additional funds from the Public Works Loan Board, which it is planned will be offset against the projected £9m income generated by year 10 of the regeneration project. The requirement to borrow arises largely from the desire to carry out works to the Town Hall and Colosseum ahead of the delivery of the final housing. Additional funding could come from the sale of the current Museum building. This should allow the potential relocation of the Museum to be cost neutral.
- 18.1.8 Members should also be aware that there may be a need for us to return so seek further capital funding at some point in the future. This should become clear once we have completed the various business cases and we have undertaken the procurement for a JV partner.
- 18.2 **Legal Issues** (Monitoring Officer)
- 18.2.1 The Council has instructed Browne Jacobson LLP to provide advice for the regeneration project their advice in full is set out in the attached appendix.
- 18.2.2 Section 1(1) of the Localism Act 2011 introduced the “general power of competence” for local authorities, defined as “the power to do anything that individuals generally may do” and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area. The generality of the power conferred by subsection (1) is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power. This is subject to the proviso that where a council undertakes activity for a commercial purpose it must do so through a company (meaning a limited liability company that will be subject to corporation tax in the usual way). This statutory requirement is designed to ensure a level playing field where councils engage in purely economic activity.
- 18.2.3 In relation to the recommended delivery structure for the regeneration project as a joint venture limited liability partnership (LLP), provided the purpose of the Council in pursuing the scheme (and in entering into the LLP with the selected development partner) is not a commercial purpose, a LLP will be lawful. Where the purpose of the Council is predominantly a commercial purpose, a company structure would be required for the reasons given in that advice.
- 18.2.4 In the case of *Peters v London Borough of Haringey* (2018) EWHC 192 (Admin) it was confirmed that a Limited Liability Partnership (LLP) structure can legitimately be used to create joint ventures with the private sector to promote regeneration objectives (being for a non-commercial purpose). It does not matter for these purposes that the LLP itself may generate profit, it is the dominant purpose of the council in being a member of the LLP that matters.
- 18.2.5 Although the council has Housing Act powers, it may also rely on the Localism Act 2011 for the purpose of this project and in doing so (and in any event) would need to have regeneration purposes in mind (not commercial purposes) to form a LLP.
- 18.2.6 In addition to the general power, Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any other of its functions, whether involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property. This further supports the lawfulness of the recommended approach. The Council has powers under the Housing Act 1985 to provide housing accommodation and therefore is a legitimate function to which section 111 would attach.
- 18.2.7 Where applicable, the Council, as a contracting authority, must adhere to the rules set out in the Public Contracts Regulations 2015. The threshold above which the award of public services contracts must comply with the full rigour of the Regulations is £189,330 and for works contract

the sum is £4,733,252. For over-threshold contracts, contracting authorities must, among other things, publish a contract notice, which from 1 January 2021 will no longer be in OJEU but in the replacement Find a Tender. This project will exceed these thresholds and would qualify as a works contract because that represents the main object of the procurement (i.e. construction of the scheme). In conducting the procurement, the Council would be bound to observe the general principles enshrined in the Regulations, namely openness, transparency, non-discrimination, and confidentiality. The observance of the Council's procurement procedures in the selection process would provide compliance in this regard.

18.2.8 In electing to adopt a competitive dialogue procedure under the Regulations, the Council must be satisfied that one of the grounds for using that procedure apply; here the justification (under regulation 26) being that "the contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or the legal and financial make-up or because of risks attaching to them". Browne Jacobson confirm the availability of this justification in relation to the procurement.

18.2.9 When considering whether to adopt the recommendations of this report, the decision maker will be exercising discretion and should therefore have in mind the following principles of administrative law:

- the decision must be within the Council's powers;
- all relevant information and consideration, including the Council's fiduciary duty to the Council Tax payer, must be taken into account; and
- all irrelevant considerations, including unauthorised purposes, must be ignored.

### 18.3 Equalities, Human Rights and Data Protection

18.3.1 Under s149 (1) of the Equality Act the Council must have due regard, in the exercise of its functions, to the need to –

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

18.3.2 The Council has carried out an Equalities Impact Analysis (EIA) of the current stage of the Town Hall Quarter Programme. The analysis is attached as Appendix C to this report. The EIA found that, the overall programme, will have positive impacts for the Watford community as it is providing new public spaces for the community, opportunities to celebrate Watford's diverse community, accessible facilities that will appeal to all ages and interests as well as accessible places to work that will provide employment opportunities for those of working age. Whilst negative impacts have been identified in the EIA mitigations have been proposed.

18.3.3 The EIA also makes the following recommendations:

**Recommendation 1** - All projects identified within the programme to carry out EIAs. The Programme Manager should be responsible for ensuring that each project team undertakes a robust and comprehensive EIA.

**Recommendation 2** - All projects to take into account Watford's community, demographics and protected characteristics.

**Recommendation 3** - The Transformation Change and Town Hall development projects should be underpinned by staff data and information. Staff should be fully engaged in these two projects in particular and kept up to date on the programme overall.

**Recommendation 4** - Where consultation and engagement is undertaken, the project leads should ensure that, as far as possible, they reach out to harder to hear groups within the community, learning from recent experiences of effective engagement. Relevant demographic questions should be included in any surveys.

18.3.4 Article 1 of The First Protocol of the Human Rights Act 1998 provides that every person is entitled to the peaceful enjoyment of their possessions and that no one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law. These provisions do not impair the rights of the state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.

18.3.5 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.

#### 18.4 **Staffing**

18.4.1 The Council has a team engaged to progress this work but will need to recruit additional project management support and to procure specialist consultancy support to enable delivery.

18.4.2 The Council will need to extend the existing contracts with Mace (providing multi-disciplinary engineering and design support in relation to the refurbishment of the Colosseum and Town Hall) and with Montagu Evans (acting as commercial advisers for the Regeneration Project).

#### 18.5 **Accommodation**

18.5.1 The proposals involve changes to the Council's office accommodation, seeking to reduce the amount of office space used by the Council and thereby reduce the Council's operating costs. The proposals will give rise to more flexible and agile working arrangements and will need to be discussed with Council staff as they are progressed.

#### 18.6 **Community Safety/Crime and Disorder**

18.6.1 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.

18.6.2 The proposals to regenerate the area around the Town Hall will lead to changes to the public realm. Secured by design principles will need to be actively embraced to ensure that design proposals inhibit crime. Given that there is a high footfall passing through this area on a daily basis, consideration will need to be given during construction works to ensure the public is safe at all times.

#### 18.7 **Sustainability**

18.7.1 This project will deliver more activity in a very central, highly accessible location, which will inherently be beneficial from a sustainability perspective in travel and transport terms. There is an

opportunity to champion energy efficiency in the building design and the Council will actively seek central government funding to help improve the design performance of the heritage buildings. In addition to this, the Council will explore whether a central heating system for the whole new development would be beneficial in terms of energy delivery.

18.7.2 The Council has made a funding bid to the Government's Public Sector Decarbonisation Scheme to carry out energy efficiency improvement works to the Town Hall and Colosseum. This would help significantly improve the environmental performance of these buildings. If this bid is successful, then works will be carried out on the buildings during this coming year.

### **Appendices**

A - Member Steering Group – Terms of Reference (Part A)

B - Legal advice from Browne Jacobson (Part A)

C - Equalities Impact Assessment (also referenced in section 18.3 of the report) (Part A)

D - Grant Thornton Report (Part B)

E - Montagu Evans Report (Part B)

F – High level Financial Summary (Part B)

## PART A

### Supporting Document

#### Town Hall Cultural Quarter – Member Steering Group

#### Terms of Reference

Date: 18<sup>th</sup> January 2021

#### 1.0 SUMMARY

1.1 Watford Borough Council intends to establish a Member Steering Group to provide political oversight of the Town Hall Cultural Quarter project.

1.2 This document sets out the Terms of Reference for the proposed Member Steering Group.

#### 2.0 Terms of Reference

##### 2.1 Membership

The THCQ Member Steering Group will be chaired by the Mayor who will take any formal decisions delegated in accordance with the Council's delegation scheme for executive functions. Where appropriate or specifically requested, the THCQ Member Steering Group will be advised by external investment/technical expertise.

In addition to the Mayor it will comprise xx councillors nominated by the Mayor These will include a combination of Portfolio Holders and other Members.

##### 2.2 Role

The role of the THCQ Member Steering Group is to provide political oversight of the Town Hall Cultural Quarter project. It will receive reports relating to :

- Performance of the project against Council's corporate objectives
- Performance against declared project objectives
- Programme
- Risks and Issues
- Commercial and financial considerations
- Masterplanning and Design
- Procurement matters
- Project Budgets and Expenditure

Where a report is taken that requires a formal decision, in accordance with the executive scheme of delegation this will be taken by the Mayor after consideration of the views of the Steering Group and having had the benefit of officer advice.

##### 2.3 Meetings

The THCQ Member Steering Group will meet at least quarterly although in the early stages more frequent meetings may be required. Ad hoc meetings, teleconferences or virtual meetings are also envisaged to take place when required to enable Member oversight but so as not to delay the project programme or in order to respond quickly to matters arising.

The agenda will be circulated no later than 5 working days in advance with accompanying reports.

The Managing Directors PA will provide administrative support to the Steering Group and will minute the meetings.

Any decisions to be taken under delegated authority that are deemed to be key decisions will need to be notified to Democratic Services no later than 28 days before the date of the decision and will be subject to call in.

The formal decision will be published in accordance with the access to information requirements of the Local Government Act 1972

Legally Privileged and Confidential

Watford Borough Council

Cultural Quarter - Advice

8<sup>th</sup> December 2020

This report is provided subject to our Terms of Engagement, for the stated purpose and for the sole use of Watford Borough Council. It is confidential to the Council and their professional advisers and Browne Jacobson accepts no responsibility whatsoever to any other person. Neither the whole nor any part of this report nor any reference hereto may be included in any published document, circular, or statement, or published in any way without Browne Jacobson's prior written approval of the form and context in which it may appear.

## 1 Executive Summary

- 1.1 We have been asked to advise on:
  - 1.1.1 The appropriate procurement route to select a developer partner for the project;
  - 1.1.2 The legal considerations where adopting a limited liability partnership (LLP) route;
  - 1.1.3 Justification for a JV LLP approach;
  - 1.1.4 The impact of BREXIT on the procurement route (if any).
- 1.2 Use of a framework<sup>1</sup> would not be appropriate for this Project because the project has certain features that will require detailed treatment in the legal agreements. No framework exists which readily lends itself to the type of joint venture LLP being contemplated.
- 1.3 Assuming a joint venture LLP, a free-standing OJEU would be significantly safer from a risk point of view. This enables the Council to develop its own documentation and legal requirements rather than being tied to the standard documents that must be used under a framework.
- 1.4 A limited liability partnership (LLP) will be lawful provided the dominant purpose of the Council is not commercial (and is therefore regeneration), notwithstanding that the LLP itself will seek to make a profit.
- 1.5 For a complex procurement of this kind, the Council may, and we advise should, elect to use competitive dialogue under the Public Contracts Regulations 2015.
- 1.6 The UK's departure from the EU will have no immediate impact on the choice of procurement route. Although change to the current rules are likely, these have not yet made their way into statute. The only noticeable difference will be the platforms on which the opportunity will be advertised (although soft market testing will ensure that there is strong market awareness).

## 2 Background

- 2.1 We have been instructed by Watford Borough Council (the "Council") to provide advice in respect of the Cultural Quarter project ("the Project").

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<sup>1</sup> By "framework" we mean an established framework of developers, such as those set up by Homes England and used for certain types of project in order to shorten and streamline the competitive process.

- 2.2 Background to the project is publicly available, including a July 2019 Masterplan. In general terms, the Council will seek to procure a development partner for this circa £150m project (by value).
- 2.3 It is a complex, multi-phase urban regeneration project combining a potential mix of uses - and circa 70 to 80% residential. As it stands, the Project will be taken to market under a competitive process of some kind.
- 2.4 In terms of commercial approach, the Council is considering and likely to adopt a corporate joint venture.

**3 The appropriate procurement route to select a developer partner for the project**

3.1 After investigation we advise that none of the pre-existing frameworks (e.g. Homes England - Delivery Partner Panel 3 (DPP3)) would be suited to this project. This, and other developer frameworks, are primarily designed for use where the relationship is to be governed by an arm’s length agreement rather than a joint venture of the kind being recommended in this case.

**3.2 OJEU Procurement**

- 3.2.1 The preferable route would be a free-standing OJEU procurement under the Public Contracts Regulations 2015 (PCR).
- 3.2.2 The table below identifies the two relevant types of procurement procedures provided for in the Regulations.
- 3.2.3 Neither an Open nor Restricted Procedure would be appropriate in this case. The former is used for the purchase of commonly used supplies or services “off the shelf” and latter allows for no negotiation between the Council and potential partners.
- 3.2.4 Therefore, the choice is between Competitive Dialogue and Competitive Procedure with Negotiation.

Type	Description and relevance
Competitive Dialogue (CD)	Under which (following a selection process) the Council would dialogue with bidders, to develop one or more suitable solutions. Protracted dialogue can be mitigated by a well-planned procurement. Also, some degree of negotiation is permitted at preferred bidder stage.
Competitive Procedure with Negotiation (CPN)	Under which (following a selection process) the Council may negotiate the terms of a contract. This option allows a contracting authority to tailor its tender to meet its requirements. However, the main difficulty with CPN is that no further negotiation or clarification of the tender submission is

	permitted at preferred bidder stage.
<b>Conclusion</b>	<b>We recommend a CD route and not CPN. So far as we are aware, all similar regeneration projects have been procured under CD. In particular, under CPN there is no scope at all for clarifications at preferred bidder stage and that would place a material limitation on how the procurement would need to be conducted.</b>

- 3.3 **Rationale for use of competitive dialogue.** In order to use this procurement route, which enables dialogue to establish the solution, the Council must be satisfied that the necessary grounds exist under the Regulations. In this case, the Council may justify use of competitive dialogue because “the contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or the legal and financial make-up or because of risks attaching to them”.
- 3.4 **Process.** Under an OJEU process, advertised in the required manner (online), any party may examine the procurement documents and submit an expression of interest by way of a completed selection questionnaire (SQ). The Council may also alert parties to publication of the notice (e.g. those it has engaged with in soft market testing).
- 3.5 The Council may then enter into dialogue in order to establish a solution capable of acceptance before calling for final tenders, evaluating those tenders and appointing a preferred bidder. Certain limited further negotiation on detailed terms is then permitted.

#### **4 The legal considerations where adopting a limited liability partnership (LLP) route**

- 4.1 A limited liability partnership (LLP) is a corporate vehicle in which two or more persons may participate with a view to profit. The main benefit of a LLP is tax transparency. This means that the LLP is not subject to corporation tax on profits; instead the distributed profit is taxed in the hands of its members. Since a local authority is not subject to income or corporation tax, this has the benefit of meaning that profits are received gross and not subject to tax.
- 4.2 For this reason, many regeneration joint ventures between local councils and developers have been formed as LLPs.
- 4.3 Under the Localism Act 2011 the Council has power to do anything that individuals generally may do. But this is subject to the proviso that where a council undertakes activity for a commercial purpose it must do so through a company (meaning a limited liability company that will be subject to corporation tax in the usual way). This statutory requirement is designed to

ensure a level playing field where councils engage in purely commercial activity in the market.

- 4.4 In the case of *Peters v London Borough of Haringey* [2018] EWHC 192 (Admin) it was confirmed that a Limited Liability Partnership (LLP) structure can legitimately be used to create joint ventures with the private sector to promote regeneration objectives (being for a non-commercial purpose). It does not matter for these purposes that the LLP itself may generate profit<sup>2</sup>; it is the dominant purpose of the Council in being a member of the LLP that matters.
- 4.5 Although the Council has Housing Act powers, it may also rely on the Localism Act 2011 for the purpose of this project and in doing so (and in any event) would need to have regeneration purposes in mind (not commercial purposes) to form a LLP.

## 5 Justification for a JV LLP approach

- 5.1 The Council has been advised in relation to the pros and cons of a joint venture LLP approach.
- 5.2 Aside from the tax transparency tax benefits, a joint venture (whether as a company limited by shares or as a LLP) enables the Council to exercise a degree of “control” over the development that will be more flexible than is possible under a contractual arrangement, and also secures better scope to share in returns than may be achieved via overage or other purely contractual entitlement.
- 5.3 In short, a JV LLP will mean that the Council is sharing development risk and returns with the private sector partner and actively involved in business planning and decisions being made as the development is progressed. This is advantageous where a scheme may be subject to market fluctuations or other external factors that cannot be fully regulated under a traditional development agreement for example.

## 6 Impact of Brexit

- 6.1 The UK government has only enacted very modest changes to the procurement regulations following Brexit. Largely the changes are technical to ensure the regulations are consistent with the UK’s status as a former EU Member State.

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<sup>2</sup> Under the Limited Liabilities Partnerships Act 2000, a LLP has to be formed for carrying on a business “with a view to profit”. However, merely making a profit from activities or maximising return did not, in the Haringey case, mean that those activities were carried out with a commercial purpose.

- 6.2 References to the European Commission having any say in UK procurement have been removed as have the rights of EU businesses to bid for UK contracts outside of the GPA (the Agreement on Government Procurement). And the UK government has introduced a new electronic system for advertising tenders and publishing awards to apply in place of OJEU, to be called 'Find a Tender'. Besides that, nothing of substance will change immediately post-Brexit to the way UK public bodies across the UK have to run tenders and evaluate bids.
- 6.3 For the purposes of this project therefore, the working assumption should be the conduct of a procurement consistent with the existing Public Contracts Regulations. This should be kept under review. However, many of the core principles of procurement (e.g. equal treatment and non-discrimination) remain valid and likely to remain in law. It would therefore be prudent to establish a procurement for this project on the basis of prevailing law and existing good practice.

**BROWNE JACOBSON LLP - 8<sup>TH</sup> November 2020**



## Town Hall Quarter

# Equalities Impact Assessment (EIA)

<b>Title of policy, function or service</b>	Town Hall Quarter Programme
<b>Lead officer</b>	
<b>Person completing the EIA</b>	Kathryn Robson
<b>Type of policy, function or service:</b>	Existing (reviewed) New/Proposed <input checked="" type="checkbox"/>
<b>Version</b>	v-2 – 27 December 2020 v-3 – 5 January 2021

<b>Author</b>	Kathryn Robson
<b>Version number</b>	Version 3
<b>Document</b>	5/01/21
<b>Issue date</b>	
<b>Approval date</b>	
<b>For internal /external publication</b>	

<b>Version</b>	<b>Date</b>	<b>Comments</b>
Version 2	27/12/20	Developed by Kathryn Robson
Version 3	05/01/2021	Minor amendments by Kathryn Robson

## 1. Background

### Town Hall Quarter Programme

#### Overview

As part of its ambitions to ensure Watford builds on its reputation as a thriving, diverse and creative town, Watford Borough Council has recognised the potential of the area around the Town Hall to deliver an exciting, major regeneration programme. The Town Hall Quarter (THCQ) programme will transform the area, securing a thriving new quarter with new homes, employment and public space, which will be underpinned by a revitalised creative, cultural and heritage offer.

Since the initial development of the Watford High Street (North) Cultural Hub draft Masterplan last year, a number of critical factors have impacted and influenced the original programme. Our new forward looking and delivery focused Council Plan 2020-24 recognises the potential this project has to transform, not just the Town Hall area, but to provide a catalyst for new employment opportunities, a strengthened culture and heritage offer and to drive real change in the way the Council works and delivers services. Covid-19 has given impetus to this change, with the THCQ programme now an important part of the town's plans for renewal and rejuvenation.

This is a complex programme, comprising of seven project areas:

- Regeneration project
- Town Hall Development project
- Colosseum project
- Innovation and Incubation Hub project
- Heritage Service Project
- Culture project
- Transformational Change project

Each of these projects will be expected to develop their own Equality Impact Analysis (EIA), which will relate specifically to their objectives, outcomes and the impact of these across Watford's community.

#### **RECOMMENDATION 1**

All projects identified within the programme to carry out EIAs.

#### **Vision**

The council has developed the following vision for the programme, which highlights the future outcomes for each of the seven project areas plus some underpinning themes for the programme, particularly in relation to the council's ambition to be more commercial and ensure sound returns on its investment and the programme overall.

***"Town Hall Quarter: Vibrant, Inspiring, Creative and Collaborative"***

Through this significant transformation programme the Council is seeking to:

**The Town Hall Quarter: Vibrant, Inspiring, Creative and Collaborative**

Through this significant transformation programme the Council is seeking to:

- **rejuvenate two of the town’s most important heritage buildings** – the Town Hall and Watford Colosseum, securing the long-term future of these landmark buildings and exploring ways they can make a greater contribution to the town’s cultural, economic and business life, recognising the council will work in a more agile, flexible and efficient way, freeing up space for new and innovative uses for the Town Hall
- **review and renew the town’s Museum and Heritage service**, learning from the best, to secure an exciting, inventive and accessible offer for Watford that celebrates the town’s diverse history, bringing it to life for the community and visitors and exploring a new base for the service within this revitalised quarter
- **enhance the town’s reputation as a regional centre for culture and the arts**, making more creative uses of Watford Colosseum, so it provides a catalyst for a range of entertainment encouraging a varied programme mix from professional performances to community and up and coming artists
- **create a vibrant and attractive new neighbourhood** with well-designed homes, new work opportunities and welcoming public spaces for people to meet, spend time and relax, improving the linkage between the area and the rest of the town
- **explore the development of a new innovation and incubation hub**, which would enhance the town’s offer for business, providing inspiring, productive and connected working space and investment in kit for businesses, all to accelerate business growth, collaboration, learning and wellbeing
- **reflect the Council’s drive to be commercially focused**, generating positive returns on our investment so we can reinvest in the future of our town and in the services and facilities that local people value, whilst making better use of the land and buildings we own
- **transform how the Council works as an organisation, including its office accommodation**, so we are an outstanding and inspirational workplace that sets the standard as an enterprising, forward looking and supportive working environment and which our community recognises for excellent services and customer experience.

## **2. Focus of the Equality Impact Analysis**

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Town Hall Quarter programme on the Watford community and the people in the groups or with the characteristics protected in the Equalities Act 2010.

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.

This analysis will reference **Watford BC’s Equalities and Diversity policy statement:**

Watford Borough Council is committed to championing equality and embracing diversity in everything we do. This encompasses our role as a leader in our community, in the delivery of our services, whether we deliver a service ourselves or through partnership, and as an employer.

We see this commitment as going beyond our statutory duty so that we understand the community we serve and are working with them, and for them, to make sure everyone in Watford feels part of our town and is able to access and enjoy all that it has to offer.

The council considers equality issues when making decisions as an employer; when developing, evaluating and reviewing policy; when designing, delivering and evaluating services, and when we commission and procure from others. We also recognise we have a role in working with other organisations – both in the public and private sector – to influence and champion the advancement of equalities, the breaking down of barriers and elimination of inequalities to make sure everyone in our town has the opportunity to reach their full potential.

The analysis will also draw on what we know about the Watford population and any feedback / insight we have from our community on the Town Hall Quarter.

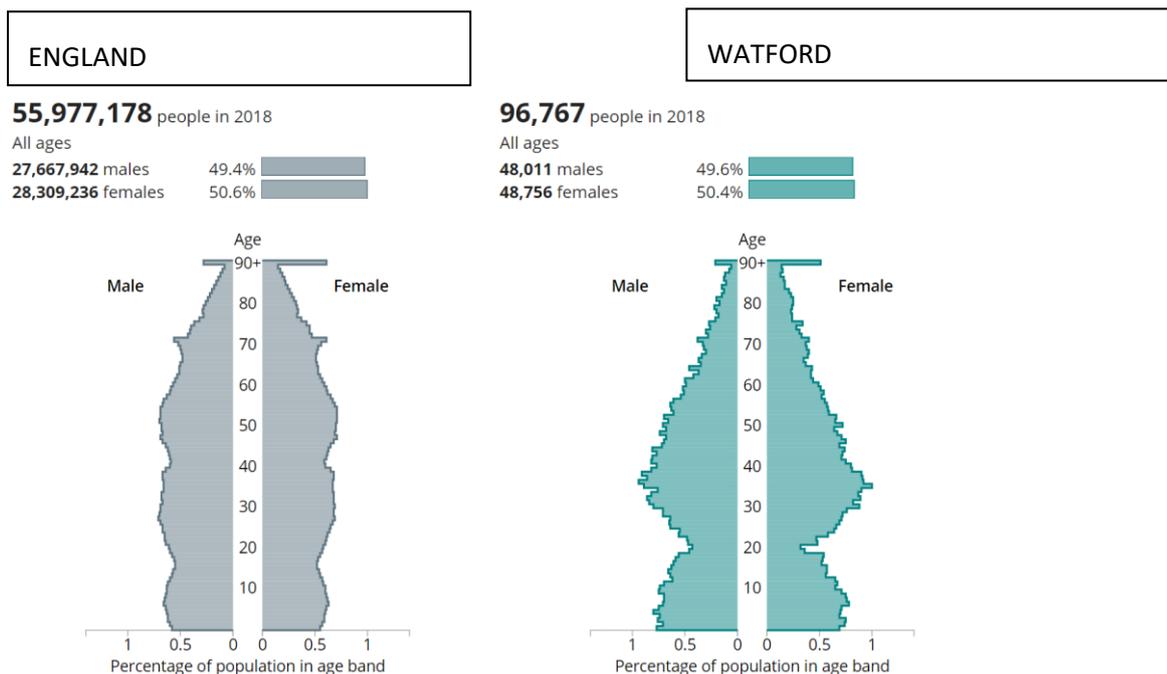
### 3. What we know about the Watford population

#### Population

The current population of Watford is 96,600 (ONS mid-2019 estimate). This was slightly less than estimated in 2018 (96,800 rounded). The slowing of population growth across the UK (marked by a fall in Watford) is attributed to the lowest number of births for 14 years alongside an increase in emigration and a fall in international immigration.

Watford’s population is currently projected to increase to 105,000 by 2025 and 110,300 by 2035, a rise from 2016 of 14.2%. This growth will be a challenge for Watford, given our tight borough boundaries and is recognised within the Council Plan, shaping a number of our commitments and areas for action in the Delivery Plan.

The graphs below show a comparison between the sex and age profile of England’s population with that of Watford. (ONS 2018).



Overall, this comparison shows that Watford is a relatively young town. This is particularly the case in the 0 to 19 age range where 26.5% of the population are between those ages, compared with 23.6% nationally. Similarly the 30 to 49 cohort accounts for a significantly higher proportion of the Watford population at 32.1%, compared to 26.1% nationally. This means that we are a town which is popular with families and, whilst we are a town for all, we recognise that our plans need to reflect our large number of young people and families.

### Population density

The population density for Watford is circa 4,600 people per square kilometre. This makes it the most densely populated district area in Hertfordshire and in the country (432 per square kilometre). This is a reflection that we are an urban district, with many characteristics of a metropolitan borough. In comparison with many metropolitan boroughs, particularly those in and around the outskirts of London, our density is relatively low.

### Ward level populations (mid-year 2019 estimates)

The ONS publishes experimental data on ward level populations. The last release date was for mid-year 2019. This showed Central ward had the highest population (9,556) and Tudor the lowest (6,713). Further analysis shows that Nascot ward had a significantly higher number of elderly residents than other wards in Watford, whilst Central a significantly higher number of under 20s.

Ward	Mid-year 2018
Callowland	7,943
Central	9,556
Holywell	8,748
Leggatts	7,697
Meriden	7,876
Nascot	8,774

Ward	Mid-year 2018
Oxhey	6,800
Park	8,698
Stanborough	7,395
Tudor	6,713
Vicarage	8,723
Woodside	7,678

ONS experimental data ([Ward Level Mid-Year Population Estimates \(experimental\), Mid-2019](#))

### Households

#### 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 May 2020 the figure was 40,275 (council tax base).

The average household size in Watford is currently 2.45. This is currently average for the region. Nationally, there is downward trend in household size projected over the next 20 years. The Watford average household size is envisaged to drop to 2.33 person household in 2039, which this is larger than that projected for the English average (2.21 in 2039) and the Hertfordshire average (2.29 in 2039). These projections have implications for Watford in terms of development and growth.

#### 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 2016 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; it is one of the strengths of our town and what makes us such a vibrant and diverse town.

For Watford, the Census 2011 shows the following main breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%), British other Asian (4.4%) and African (3.5%), White Irish (2.3%) and Caribbean (1.7%).

The full breakdown from Census 2011 is at Appendix A.

In 2016, the ONS published population estimates by ethnicity. This did not report ethnicities to the level of granularity that the Census reported ethnicity. The estimates for 2016 were: White British (59% - 57,000 residents), Asian / Asian British (19% - 19,000 residents), All Other White (12% - 12,000 residents), Black / African / Caribbean / Black British (4% - 4,000 residents), Mixed / Multiple Ethnic Group (4% - 4,000 residents) and Other Ethnic Group (1% - 1,000 residents).

**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.

The National Insurance Registrations year to September 2020 shows there were 1,258 registrations in Watford, of which 608 were from the EU, 331 were from Romania and Bulgaria, 342 from South Asia and 211 from Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden. 90 came from sub Saharan Africa and 22 from North Africa.

The most recent breakdown (September 2020) is at Appendix B.

**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 that Watford remains a town with a diverse community with English still the predominant language (at around 60%) followed by (in order of self-selection by Watford families): Urdu, Polish, Tamil, Romanian, Gujarati, Pahari, Gujarati and Hindi. The most selected African language spoken is Arabic (113 families – although not spoken exclusively in Africa) and Akan/Twi-Fante (78 families).

The full breakdown for 2018 is at Appendix C.

**Births and origin of parents:** In 2018, nearly 60% (59.6%) of children born to Watford based parents, had one or both parents born outside of the UK, with 42% having both parents born outside of the UK. 52% of new mothers in Watford were born outside of the UK (1397 births in total, with 667 to mothers born in the UK and 730 born outside of the UK. Of these 257 mothers were born in the 'new' EU countries – those that had joined since 2004) and 252 in the Middle East and Asia. 88 mothers were born in Africa.

**EU Settlement Scheme (EUSS) quarterly statistics (28 August 2018 to 31 March 2020) – experimental data:** In May 2020, the Government issued data on the number of applications made to the EUSS from 28 August 2018 to 31 March 2020, and applications concluded during the same time period. This shows that up to March 2020, 11,630 people in Watford had applied for EUSS. Of these the following were the highest number of nationalities who had applied: Romanian (3,530), Polish (1,810), Portuguese (1,020) and Bulgarian (580).

The full analysis is at Appendix D.

### **Age**

The largest populations by age band in Watford are:

- 35-39 years (8,537)
- 30-34 years (7,921)
- 40 -44 years (7,458)
- 5 -9 years (7,027)

Compared with other districts in Hertfordshire, Watford has fewer 65+ years residents. The age profile of the borough is more comparable with cities who have younger age profiles and where younger people are attracted by lifestyle opportunities, affordable housing and good transport links.

**Median age:** the median age in Watford is 37 years. This compares to 40 for England (mid-year 2019 population estimates)

### **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 (Census 2011).

The 2019 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 men at 65 is similar to the England average but for women it is significantly worse (2016-18).

The profile also shows that Watford is below average for a number of important health indicators, which may have had some impact on the town's rate of deaths from COVID-19. These include: residents eating the recommended 5 a day portions of fruit and vegetables, over-18s who are obese and physically active adults. All reported cancer screenings were below average for Watford and emergency admissions for falls from the age of 65 plus were worse than for the England average.

### **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%.

In 2016, the ONS published population estimates by religion. This took an estimated population of 94,000 for Watford and the main religions identified through the estimates were: Christian (53%), Muslim (10%), Hindu (9%) with no religion at 26%.

## **Sexual orientation / Transgender**

Watford has no specific data on the transgender community within the borough or for the sexual orientation of its community. It is anticipated that these questions will be asked in the Census 2021.

## **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 fourth highest percentage (44.4%) in Hertfordshire of those with qualifications at NVQ 4 and above (Three Rivers is the highest with 63.5%, St Albans the second highest at 58.5% and East Herts third highest with 45.7%); this is close to the Hertfordshire average of 42% average but higher than the Great Britain average of 40.3%.

83.7% of Watford residents have achieved 5 A\*-C or equivalent. This is the better than the England average of 75.6 (Jan – Dec 2019)

## **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 27 statutory homeless (September 2020) and 95 households in temporary accommodation (September 2020).

## **Deprivation**

The English Indices of Deprivation (IoD) 2019 were published by the Government in September 2019, and updates the previous 2015 Indices, published in September 2015. The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods, called Lower-layer Super Output Areas, in England

The IoD2019 is based on 39 separate indicators, organised across seven distinct domains of deprivation which are combined and weighted to calculate the Index of Multiple Deprivation 2019

In the IMD 2019, Watford is ranked 195 out of 317 authorities, putting it in the 7<sup>th</sup> 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 2015.

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, health and disability, 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 than for other areas.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2019 are as follows (the ranking for the last IMD data in 2015 is shown in brackets in the first column). Deprivation has also been identified as an indicator for poorer COVID-19 outcomes so understanding our areas of deprivation, particularly if we apply greater granularity around health and income deprivation. The LSOA, which contains some of

Whippendell Road, Chester Road and Durban Road West is within the second most deprived health and disability quartile does not feature in the top 10 most deprived LSOAs

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (1)	<b>Central</b> (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860 (009B)	5 (5)	1st (1st)	5055 (5005)	2nd (2nd)
2 (3)	<b>Holywell</b> (Caractus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865 (011C)	21 (22)	1st (1st)	7239 (7800)	3rd (3rd)
3 (2)	<b>Meriden</b> (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876 (003D)	26 (19)	1st (1st)	7924 (7590)	3rd (3rd)
4 (4)	<b>Holywell</b> (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866 (011D)	27 (30)	1st (1st)	8294 (9203)	3rd (3rd)
5 (7)	<b>Woodside</b> (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906 (001C)	61 (41)	1st (1st)	10719 (10062)	4th (4th)
6 (10)	<b>Oxhey</b> (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883 (012B)	62 (49)	1st (1st)	10758 (10710)	4th (4th)
7 (13)	<b>Callowland</b> (Maude Crescent, St George's Road, Breakspere Close, Nicholas Close)	E01023857 (006C)	67 (56)	1st (1st)	10894 (10812)	4th (4th)
8 (9)	<b>Meriden</b> (Gaddesden Crescent, Bovingdon Crescent, Garston Lane)	E01023877 (003E)	73 (75)	2nd (2nd)	11225 (11837)	4th (4th)
9 (12)	<b>Leggatts</b> (The Harebreaks, Chestnut Walk, Foxhill, Brushrise, Elm Grove)	E01023870 (004C)	78 (52)	2nd (1st)	11515 (10734)	4th (4th)
10 (5)	<b>Stanborough</b> (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891 (002B)	92 (31)	1st (1st)	11970 (9377)	4th (3rd)

## 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. It confirms we are a young and diverse borough.

Old Code	Type Code	Type Label	Type Description	2020 Households	2017 Households	2020 Watford %	2017 Watford %	Difference	Trend	2017 Rank
J40	O61	Career Builders	Professional singles and couples in their 20s and 30s progressing in their field of work from commutable properties	5257	4045	13.3%	12.5%	0.8%	▲	1
D14	G26	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	3660	2499	9.2%	7.7%	1.5%	▲	3
I36	N58	Culture & Comfort	Thriving families with good incomes in diverse suburbs	3575	3321	9.0%	10.3%	-1.3%	▼	2
J44	O63	Flexible Workforce	Successful young renters ready to move to follow worthwhile incomes from service sector jobs	2927	1954	7.4%	6.0%	1.4%	▲	6
M56	I36	Solid Economy	Stable families with children, renting higher value homes from social landlords	2701	2172	6.8%	6.7%	0.1%	▲	5
I37	N57	Community Elders	Established older households owning city homes in diverse neighbourhoods	2574	1128	6.5%	3.5%	3.0%	▲	9
H35	H30	Primary Ambitions	Families with school-age children, who have bought the best house they can afford within popular neighbourhoods	2434	1550	6.1%	4.8%	1.3%	▲	7
D17	G27	Thriving Independence	Well-qualified older singles with incomes from successful professional careers in good quality housing	1949	2422	4.9%	7.5%	-2.6%	▼	4
I39	N60	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1731	1099	4.4%	3.4%	1.0%	▲	10
B08	B05	Premium Fortunes	Asset-rich families with substantial income, established in distinctive, expansive homes in wealthy enclaves	1448	1237	3.6%	3.8%	-0.2%	▼	8
 <b>Total (Top 10)</b> <b>Total Households in Watford</b>				<b>28,256</b>	<b>21,427</b>					
				<b>39,675</b>	<b>32,370</b>					

### ***Watford's MOSAIC profile (2020)***

#### **Key issues identified from our borough profile:**

- A young population with a higher proportion of those under 50, which, given the higher proportion of under 20s indicates Watford is a town with a high number of families
- A growing population where there will be more smaller households but where there will still be a need for family homes
- A very diverse population and a town that continues to attract people from across the globe and with a high proportion of BAME residents
- Some underlying health related issues, particularly around preventative health measures and healthy living
- Areas where residents are experiencing less positive outcomes – often as a result of multiple issues but which could be impacting on life chances and opportunities

#### **RECOMMENDATION 2**

All projects to take into account Watford's community, demographics and protected characteristics.

#### **4. What we know about Watford borough staff**

The council undertakes a Workforce Monitoring Report each year. The following headline figures from the 2019/20 report are as follows:

- Race: BAME representation is about 13% (noting that 40% of staff have not provided details)
- Gender (Sex): 59% of staff are female
- Disability: around 5% of staff have declared themselves as disabled (noting that 75% have not provided details)
- Age: the age profile is slightly older than the Watford resident population average
- Maternity: circa 1 to 2% of staff take maternity each year

- Sexual Orientation: less than 2% declare themselves to be in minority groups (noting that 60% have not provided details)

There is no information on Gender Re-assignment, Religion and Belief or Marriage and Civil Partnership. Full details are in Appendix E.

### **RECOMMENDATION 3**

The Transformation Change and Town Hall development projects should be underpinned by staff data and information.

Staff should be fully engaged in these two projects in particular and kept up to date on the programme overall.

## **5. What local people have said is important to them**

This programme impacts across the whole Watford community and across Watford Borough Council's workforce.

Each project within the programme will be expected to engage with key stakeholders to help shape and inform the project and to support the development of the relevant EIA for the project.

An overall communications and engagement plan has been developed to identify the programme's stakeholders and to highlight the importance of effective and thorough engagement across the Watford community.

### **Previous engagement: 2019**

The consultation and engagement undertaken in 2019, has helped inform the review of the programme and feedback provided at this time has helped consolidate the current vision and projects.

In 2019, the online survey received 467 responses and nearly 160 people attended the face to face engagement sessions.

Reviewing the online survey responses, which contained demographic information including: sex, age, race and disability, a recommendation for the programme would be to make sure, as far as possible, that there is a representative response.

### **RECOMMENDATION 4**

Where consultation and engagement is undertaken, the project leads should ensure that, as far as possible, they reach out to harder to hear groups within the community, learning from recent experiences of effective engagement. Relevant demographic questions should be included in any surveys.

### **Overview of stakeholders**

Within the stakeholder groups the following are ones where those with protected characteristics may be more impacted by the Town Hall Quarter:

- West Herts College – most stakeholders are students who are typically a younger population cohort
- Visitors to various NHS facilities in and neighbouring the development area are likely to be more likely than the average population to have a Disability, to have poorer Health, potentially more likely to have or be under-going Gender Re-Assignment (specifically attendees of the Sexual Health Clinic) and possibly disproportionately older (Age)

## **6. How will the council ensure equality is promoted through the Town Hall Quarter**

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

Whilst each project area requires an EIA to ensure the council meets its responsibilities under the Equality Act 2010 as well as to meet the council's own commitment to equalities and diversity (as outlined in the equality policy statement) there are some underpinning equality related impacts that should be considered within these EIAs to ensure the programme overall has considered the three areas outlined above.

### **1. Regeneration project**

#### **Potential negative impacts:**

- Failure to deliver a well-designed, accessible new quarter for Watford that has addressed issues such as disability access, appeal and relevance to the whole Watford community, affordable housing, safe ingress and egress, opportunities for healthy ways to travel and enjoy new public spaces.
- Disruption during construction – more difficult to navigate / potentially less safe / services in the area become harder to access
- Loss of current health facilities on the site

#### **Protected characteristics:**

All – those who use the current NHS clinic on the site are likely to be younger, housing is likely to appeal to younger people and people with families

#### **Mitigation:**

Ensure high quality design, based on best practice, which is tested with the community (including harder to reach communities).

Early engagement with Housing on housing within the scheme - Housing strategy for the project should seek to meet the Council's planning policy on affordable housing so as to benefit all characteristic groups.

Early engagement with key stakeholders, particularly nearest neighbours - early engagement with the NHS to understand their ongoing requirements.

Construction management plans to accompany all construction works to ensure that accessibility, legibility and security are addressed

Continuity plans for all services delivered from facilities within the area to ensure continuity of service for customers.

Good communications campaign so people are aware of the regeneration and any potential disruption. Particular consideration to be given to the needs of people with disabilities, parents / carers with young children + prams / buggies and older people with age-related mobility issues.

Procure good design teams and ensure a focus on quality during delivery to ensure that new facilities are better than existing and make sure that future public realm is high quality.

### **Positive impacts**

- A well-designed new neighbourhood, with attractive open spaces, new homes and opportunities for leisure, entertainment and culture.
- Less reliance on the car, making it a healthier place to live and work

#### **Protected characteristics:**

All

## **2. Town Hall Development project**

### **Potential negative impacts:**

- Failure to deliver a well-designed, accessible refurbished building that has addressed issues such as disability access, appeal and relevance to the whole Watford community and to staff.

#### **Protected characteristics:**

All

#### **Mitigation:**

Ensure high quality design, based on best practice, which is tested with the community including harder to reach communities) and staff.

Early engagement with the community, members and staff.

### **Positive impacts**

- A well-designed refurbished building, with attractive working spaces that could be adapted to other uses
- A more sustainable building, with lower impact on the environment making it healthier for those using it and for the area overall

#### **Protected characteristics:**

All

### 3. Colosseum project

#### Potential negative impacts:

- Failure to deliver a well-designed, accessible refurbished building that has addressed issues such as disability access, appeal and relevance to the whole Watford community.

#### Protected characteristics:

All

#### Mitigation:

Ensure high quality design and refurbishment, based on best practice, which is tested with the community including harder to reach communities.

Early engagement with key stakeholders.

#### Positive impacts

- A well-designed refurbished building, with attractive, accessible spaces that would be welcoming to all the community – of all ages, abilities, interests and cultures
- A more sustainable building, with lower impact on the environment making it healthier for those using it and for the area overall

#### Protected characteristics:

All

### 4. Innovation and Incubation Hub project

#### Potential negative impacts:

- Failure to deliver an accessible, forward looking hub that will provide space for new employment opportunities

#### Protected characteristics:

All – particularly those of working age

#### Mitigation:

Ensure high quality design and refurbishment, based on best practice, which is tested with the community including harder to reach communities.

Early engagement with key stakeholders.

#### Positive impacts

- A well-designed refurbished building, with attractive, accessible spaces that would be welcoming to all the community – of all ages, abilities, interests and cultures
- A more sustainable building, with lower impact on the environment making it healthier for those using it and for the area overall

## 5. Heritage services project

### Potential negative impacts:

- Failure to deliver an accessible, modern heritage and museum service that appeals to all ages and interests, celebrates the town's rich diverse history but also reflects the town as it is today. This would also include ensuring that all the Watford community recognise their lives and experience within the service.

### Protected characteristics:

All – particularly relating to race, disability, sexual orientation and age

### Mitigation:

Ensure high quality design and refurbishment, based on best practice, which is tested with the community including harder to reach communities. Meaningful commitment to working with the community to shape a refreshed and vibrant service. Consideration of how people can access the service, addressing any barriers to participation whether they are physical or cultural.

Early engagement with key stakeholders.

### Positive impacts

- A well-designed refurbished building, with attractive, accessible spaces that would be welcoming to all the community – of all ages, abilities, interests and cultures

### Protected characteristics:

All

## 6. Culture project

### Potential negative impacts:

- Failure to deliver the recommendations within the recent Cultural Strategy review to enhance and enrich the town's cultural offer so it reflects its diverse community, ensuring that the cultural offer within the quarter is accessible and appealing
- Potential changes to future offer in the Quarter may not meet everyone's expectations / aspirations

### Protected characteristics:

All – particularly relating to race, disability, sexual orientation and age

### Mitigation:

Early engagement with key stakeholders and the community on the implementation of the Cultural Strategy review, building strong links across the town's cultural sector and listening to the community's feedback on proposals

## Positive impacts

- A flourishing, diverse and cultural, arts and entertainment offer located within the Quarter as part of the town's overall offer

## 7. Transformational Change project

### Potential negative impacts:

- Failure to deliver the transformational change for the council's staff to support a flexible, agile and innovative workforce that retains and attracts high quality staff across all the protected characteristics and delivers outstanding services and customer services. In addition the transformational change needs to improve the sustainability of the building and reduce the council operating costs

#### Protected characteristics:

All

#### Mitigation:

Early engagement with staff and members and ongoing engagement.

Senior leadership commitment.

Experienced transformation / change management support linking to best practice

### Positive impacts

- A motivated, agile and customer focused workforce that strives to set the standard for excellence for local authorities
- An organisation where there are no barriers to staff achieving their potential

#### Protected characteristics:

All

## 7. 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 Town Hall Quarter Programme will, overall deliver positive benefits for Watford and the community. It is acknowledged that there are potential negative impacts for those with protected characteristics but this is offset by the mitigation and the positive impacts set out in the EIA.

The mitigation and positive benefits will need to be identified within EIAs for each project and actions identified as to how they will be delivered within the project.

The recommendations within the EIA should also be addressed in the project EIAs.

#### **RECOMMENDATION 1**

All projects identified within the programme to carry out EIAs. The Programme Manager should be responsible for ensuring that each project team undertakes a robust and comprehensive EIA.

#### **RECOMMENDATION 2**

All projects to take into account Watford's community, demographics and protected characteristics.

#### **RECOMMENDATION 3**

The Transformation Change and Town Hall development projects should be underpinned by staff data and information.

Staff should be fully engaged in these two projects in particular and kept up to date on the programme overall.

#### **RECOMMENDATION 4**

Where consultation and engagement is undertaken, the project leads should ensure that, as far as possible, they reach out to harder to hear groups within the community, learning from recent experiences of effective engagement. Relevant demographic questions should be included in any surveys.

**Appendix A:****Census 2011: Watford Borough ethnicity data**

	<b>WATFORD 2011</b>
White: English/Welsh/Scottish/Northern Irish/British	61.9% (55,875)
White Irish	2.3% (2,063)
White: Gypsy or Irish Traveller	0.1% (61)
White: Other White	7.7% (6,947)
Mixed/multiple ethnic group: White and Black Caribbean	1.1% (990)
Mixed/multiple ethnic group: White and Black African	0.5% (412)
Mixed/multiple ethnic group: White and Asian	1.0% (939)
Mixed/multiple ethnic group: Other Mixed	0.8% (763)
Asian/Asian British: Indian	5.5% (4,923)
Asian/Asian British: Pakistani	6.7% (6,082)
Asian/Asian British: Bangladeshi	0.4% (362)
Asian/Asian British: Chinese	0.9% (822)
Asian/Asian British: Other Asian	4.4% (3,981)
Black/African/Caribbean/Black British: African	3.5% (3,142)
Black/African/Caribbean/Black British: Caribbean	1.7% (1,558)
Black/African/Caribbean/Black British: Other Black	0.6% (529)
Other ethnic group: Arab	0.3% (294)
Other ethnic group: Any other ethnic group	0.6% (558)

## Appendix

B:

## National Insurance registrations – Hertfordshire – September 2020

		European Union				Non-European Union (Other Europe)	Asia				Rest of the World				Unknown	
	TOTAL	European Union EU15	European Union EU8	European Union EU2	European Union Other	Other Europe	Middle East and Central Asia	East Asia	South Asia	South East Asia	Sub-Saharan Africa	North Africa	North America	Central and South America	Oceania	Unknown
Broxbourne	483	66	49	190	7	79	5	7	27	8	33	8	8	7	..	..
Dacorum	698	129	55	238	..	33	12	12	80	11	84	5	13	13	13	..
East Hertfordshire	680	398	56	96	..	18	..	5	42	9	18	5	16	19	7	..
Hertsmere	696	120	35	240	..	68	15	8	61	30	64	6	14	15	12	..
North Hertfordshire	270	50	35	65	5	12	..	..	51	5	23	..	5	5	10	..
St Albans	470	136	32	72	5	40	11	16	50	12	35	11	20	12	24	..
Stevenage	466	48	28	124	7	13	..	..	130	28	48	18	5	5	..	..
Three Rivers	311	69	10	84	6	21	..	5	64	5	17	..	12	12	15	..
Watford	1,258	211	66	331	608	40	13	13	342	37	90	22	20	41	14	..
Welwyn Hatfield	2,326	226	116	332	9	47	25	19	1,146	83	257	8	27	28	12	..

**World area reporting structure - subgroups and nationalities.**

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Asia	East Asia	China
Asia	East Asia	Hong Kong
Asia	East Asia	Japan
Asia	East Asia	Macau
Asia	East Asia	Mongolia
Asia	East Asia	North Korea
Asia	East Asia	South Korea
Asia	East Asia	Taiwan
Asia	Middle East and Central Asia	Afghanistan
Asia	Middle East and Central Asia	Bahrain
Asia	Middle East and Central Asia	Iran
Asia	Middle East and Central Asia	Iraq
Asia	Middle East and Central Asia	Israel
Asia	Middle East and Central Asia	Jordan
Asia	Middle East and Central Asia	Kazakhstan
Asia	Middle East and Central Asia	Kuwait
Asia	Middle East and Central Asia	Kyrgyzstan
Asia	Middle East and Central Asia	Lebanon
Asia	Middle East and Central Asia	Oman
Asia	Middle East and Central Asia	Qatar
Asia	Middle East and Central Asia	Saudi Arabia
Asia	Middle East and Central Asia	Sharjah
Asia	Middle East and Central Asia	Syria
Asia	Middle East and Central Asia	Tajikistan

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Asia	Middle East and Central Asia	Turkmenistan
Asia	Middle East and Central Asia	United Arab Emirates
Asia	Middle East and Central Asia	Uzbekistan
Asia	Middle East and Central Asia	Yemen
Asia	South Asia	Bangladesh
Asia	South Asia	Bhutan
Asia	South Asia	British Indian Ocean Territory
Asia	South Asia	India
Asia	South Asia	Maldives
Asia	South Asia	Nepal
Asia	South Asia	Pakistan
Asia	South Asia	Sri Lanka
Asia	South East Asia	Brunei
Asia	South East Asia	Burma
Asia	South East Asia	Cambodia
Asia	South East Asia	East Timor
Asia	South East Asia	Indonesia
Asia	South East Asia	Laos
Asia	South East Asia	Malaysia
Asia	South East Asia	Philippines
Asia	South East Asia	Sabah
Asia	South East Asia	Sarawak
Asia	South East Asia	Singapore
Asia	South East Asia	Thailand
Asia	South East Asia	Vietnam
European Union	European Union EU15	Austria
European Union	European Union EU15	Belgium

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
European Union	European Union EU15	Denmark
European Union	European Union EU15	Finland
European Union	European Union EU15	France
European Union	European Union EU15	Germany
European Union	European Union EU15	Greece
European Union	European Union EU15	Ireland
European Union	European Union EU15	Italy
European Union	European Union EU15	Luxembourg
European Union	European Union EU15	Netherlands
European Union	European Union EU15	Portugal
European Union	European Union EU15	Spain
European Union	European Union EU15	Sweden
European Union	European Union EU2	Bulgaria
European Union	European Union EU2	Romania
European Union	European Union EU8	Czech Republic
European Union	European Union EU8	Estonia
European Union	European Union EU8	Hungary
European Union	European Union EU8	Latvia
European Union	European Union EU8	Lithuania
European Union	European Union EU8	Poland
European Union	European Union EU8	Slovakia
European Union	European Union EU8	Slovenia
European Union	European Union Other	Croatia
European Union	European Union Other	Cyprus
European Union	European Union Other	Malta
Non-European Union (Other Europe)	Other Europe	Albania
Non-European Union (Other Europe)	Other Europe	Andorra

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Non-European Union (Other Europe)	Other Europe	Armenia
Non-European Union (Other Europe)	Other Europe	Azerbaijan
Non-European Union (Other Europe)	Other Europe	Belarus
Non-European Union (Other Europe)	Other Europe	Bosnia and Herzegovina
Non-European Union (Other Europe)	Other Europe	Bouvet Island
Non-European Union (Other Europe)	Other Europe	Faroe Islands
Non-European Union (Other Europe)	Other Europe	Georgia
Non-European Union (Other Europe)	Other Europe	Greenland
Non-European Union (Other Europe)	Other Europe	Iceland
Non-European Union (Other Europe)	Other Europe	Liechtenstein
Non-European Union (Other Europe)	Other Europe	Macedonia
Non-European Union (Other Europe)	Other Europe	Moldova
Non-European Union (Other Europe)	Other Europe	Monaco
Non-European Union (Other Europe)	Other Europe	Norway
Non-European Union (Other Europe)	Other Europe	Russia
Non-European Union (Other Europe)	Other Europe	San Marino
Non-European Union (Other Europe)	Other Europe	Serbia & Montenegro
Non-European Union (Other Europe)	Other Europe	Switzerland
Non-European Union (Other Europe)	Other Europe	Turkey
Non-European Union (Other Europe)	Other Europe	Ukraine
Non-European Union (Other Europe)	Other Europe	Vatican City
Rest of the World	Central and South America	Anguilla
Rest of the World	Central and South America	Antigua
Rest of the World	Central and South America	Antilles (Netherlands)
Rest of the World	Central and South America	Argentina
Rest of the World	Central and South America	Aruba and Curaçao
Rest of the World	Central and South America	Bahamas

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Central and South America	Barbados
Rest of the World	Central and South America	Barbuda
Rest of the World	Central and South America	Belize
Rest of the World	Central and South America	Bermuda
Rest of the World	Central and South America	Bolivia
Rest of the World	Central and South America	Brazil
Rest of the World	Central and South America	Cayman Islands
Rest of the World	Central and South America	Chile
Rest of the World	Central and South America	Colombia
Rest of the World	Central and South America	Costa Rica
Rest of the World	Central and South America	Cuba
Rest of the World	Central and South America	Dominica
Rest of the World	Central and South America	Dominican Rep
Rest of the World	Central and South America	Ecuador
Rest of the World	Central and South America	El Salvador
Rest of the World	Central and South America	Falkland Islands
Rest of the World	Central and South America	French Guiana
Rest of the World	Central and South America	Grenada
Rest of the World	Central and South America	Guadeloupe
Rest of the World	Central and South America	Guatemala
Rest of the World	Central and South America	Guyana
Rest of the World	Central and South America	Haiti
Rest of the World	Central and South America	Honduras
Rest of the World	Central and South America	Jamaica
Rest of the World	Central and South America	Martinique
Rest of the World	Central and South America	Mexico
Rest of the World	Central and South America	Montserrat

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Central and South America	Nicaragua
Rest of the World	Central and South America	Panama
Rest of the World	Central and South America	Paraguay
Rest of the World	Central and South America	Peru
Rest of the World	Central and South America	Sint Maarten (Dutch Part)
Rest of the World	Central and South America	South Georgia & South Sandwich Island
Rest of the World	Central and South America	St Kitts and Nevis
Rest of the World	Central and South America	St Lucia
Rest of the World	Central and South America	St Pierre & Miquelon
Rest of the World	Central and South America	St Vincent & Grenadines
Rest of the World	Central and South America	Suriname
Rest of the World	Central and South America	Trinidad & Tobago
Rest of the World	Central and South America	Turks & Caicos Islands
Rest of the World	Central and South America	Uruguay
Rest of the World	Central and South America	Venezuela
Rest of the World	Central and South America	Virgin Islands (British)
Rest of the World	North Africa	Algeria
Rest of the World	North Africa	Egypt
Rest of the World	North Africa	Libya
Rest of the World	North Africa	Mauritania
Rest of the World	North Africa	Morocco
Rest of the World	North Africa	Sudan
Rest of the World	North Africa	Tunisia
Rest of the World	North Africa	Western Sahara
Rest of the World	North America	Canada
Rest of the World	North America	Puerto Rico
Rest of the World	North America	United States

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	North America	Virgin Islands (USA)
Rest of the World	Oceania	American Samoa
Rest of the World	Oceania	Antarctic Territories (British)
Rest of the World	Oceania	Australia
Rest of the World	Oceania	Christmas Island
Rest of the World	Oceania	Cocos (Keeling) Islands
Rest of the World	Oceania	Cook Islands
Rest of the World	Oceania	Fiji
Rest of the World	Oceania	French Polynesia (inc. Tahiti)
Rest of the World	Oceania	French Southern Territories
Rest of the World	Oceania	Heard Island & McDonald Islands
Rest of the World	Oceania	Micronesia (Sub Region)
Rest of the World	Oceania	New Caledonia
Rest of the World	Oceania	New Zealand
Rest of the World	Oceania	Niue
Rest of the World	Oceania	Norfolk Island
Rest of the World	Oceania	Papua New Guinea
Rest of the World	Oceania	Pitcairn
Rest of the World	Oceania	Samoa
Rest of the World	Oceania	Solomon Islands
Rest of the World	Oceania	Tokelau
Rest of the World	Oceania	Tonga
Rest of the World	Oceania	Tuvalu
Rest of the World	Oceania	US Minor Outlying Islands
Rest of the World	Oceania	Vanuatu
Rest of the World	Oceania	Wallis & Futuna
Rest of the World	Sub-Saharan Africa	Angola

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Sub-Saharan Africa	Benin
Rest of the World	Sub-Saharan Africa	Botswana
Rest of the World	Sub-Saharan Africa	Burkina Faso
Rest of the World	Sub-Saharan Africa	Burundi
Rest of the World	Sub-Saharan Africa	Cameroon
Rest of the World	Sub-Saharan Africa	Cape Verde
Rest of the World	Sub-Saharan Africa	Central African Republic
Rest of the World	Sub-Saharan Africa	Chad
Rest of the World	Sub-Saharan Africa	Comoros
Rest of the World	Sub-Saharan Africa	Congo
Rest of the World	Sub-Saharan Africa	Congo (Democratic Republic)
Rest of the World	Sub-Saharan Africa	Djibouti
Rest of the World	Sub-Saharan Africa	Equatorial Guinea
Rest of the World	Sub-Saharan Africa	Eritrea
Rest of the World	Sub-Saharan Africa	Ethiopia
Rest of the World	Sub-Saharan Africa	Gabon
Rest of the World	Sub-Saharan Africa	Gambia
Rest of the World	Sub-Saharan Africa	Ghana
Rest of the World	Sub-Saharan Africa	Guinea
Rest of the World	Sub-Saharan Africa	Guinea-Bissau
Rest of the World	Sub-Saharan Africa	Ivory Coast
Rest of the World	Sub-Saharan Africa	Kenya
Rest of the World	Sub-Saharan Africa	Lesotho
Rest of the World	Sub-Saharan Africa	Liberia
Rest of the World	Sub-Saharan Africa	Madagascar
Rest of the World	Sub-Saharan Africa	Malawi
Rest of the World	Sub-Saharan Africa	Mali

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Sub-Saharan Africa	Mauritius
Rest of the World	Sub-Saharan Africa	Mayotte
Rest of the World	Sub-Saharan Africa	Mozambique
Rest of the World	Sub-Saharan Africa	Namibia
Rest of the World	Sub-Saharan Africa	Niger
Rest of the World	Sub-Saharan Africa	Nigeria
Rest of the World	Sub-Saharan Africa	Reunion
Rest of the World	Sub-Saharan Africa	Rwanda
Rest of the World	Sub-Saharan Africa	Sao Tome and Principe
Rest of the World	Sub-Saharan Africa	Senegal
Rest of the World	Sub-Saharan Africa	Seychelles
Rest of the World	Sub-Saharan Africa	Sierra Leone
Rest of the World	Sub-Saharan Africa	Somalia
Rest of the World	Sub-Saharan Africa	South Africa
Rest of the World	Sub-Saharan Africa	St Helena
Rest of the World	Sub-Saharan Africa	Swaziland
Rest of the World	Sub-Saharan Africa	Tanzania
Rest of the World	Sub-Saharan Africa	Togo
Rest of the World	Sub-Saharan Africa	Uganda
Rest of the World	Sub-Saharan Africa	Zambia
Rest of the World	Sub-Saharan Africa	Zimbabwe

**Appendix C: Languages spoken at home from Watford school survey**

<b>Language</b>	<b>Total</b>	<b>Percentage</b>
English*	8751	59.10%
Urdu	980	6.62%
Polish	501	3.38%
Tamil	456	3.08%
Romanian	380	2.57%
Gujarati	373	2.52%
Pahari (Pakistan)	265	1.79%
Hindi	226	1.53%
Other than English*	150	1.01%
Portuguese	150	1.01%
Panjabi	121	0.82%
Malayalam	117	0.79%
Arabic	113	0.76%
Sinhala	97	0.66%
Italian	96	0.65%
Telugu	81	0.55%
Akan/Twi-Fante	78	0.53%
Bulgarian	77	0.52%
French	75	0.51%
Spanish	74	0.50%
Albanian/Shqip	64	0.43%
Nepali	61	0.41%
Turkish	58	0.39%
Bengali	56	0.38%
Hungarian	55	0.37%
Russian	49	0.33%
Filipino	48	0.32%
Chinese	44	0.30%
Chinese (Cantonese)	41	0.28%
Marathi	38	0.26%
Dari Persian	35	0.24%
Somali	34	0.23%
Portuguese (any other)	33	0.22%
Lithuanian	32	0.22%
Panjabi (Mirpuri)	32	0.22%

Romanian (Romania)	32	0.22%
Pashto/Pakhto	31	0.21%
Persian/Farsi	31	0.21%
Slovak	31	0.21%
Shona	30	0.20%
Wolof	30	0.20%
Akan (Twi/Asante)	29	0.20%
Japanese	29	0.20%
Chinese (Mandarin/Putonghua)	28	0.19%
Refused*	28	0.19%
Yoruba	28	0.19%
Czech	27	0.18%
Portuguese (Brazil)	24	0.16%
Farsi/Persian (any other)	24	0.16%
Tagalog/Filipino	24	0.16%
Tagalog	21	0.14%
Classification pending	21	0.14%
Bengali (Sylheti)	19	0.13%
Panjabi (any other)	19	0.13%
Greek	18	0.12%
Kashmiri	18	0.12%
Panjabi (Gurmukhi)	17	0.11%
Kannada	16	0.11%
Akan (Fante)	15	0.10%
Dutch/Flemish	15	0.10%
Bengali (any other)	14	0.09%
German	14	0.09%
Swahili/Kiswahili	13	0.09%
Thai	13	0.09%
Igbo	12	0.08%
Believed to be other than English*	11	0.07%
Vietnamese	11	0.07%
Kikuyu/Gikuyu	10	0.07%
Other language	10	0.07%
Katchi	9	0.06%
Korean	9	0.06%
Macedonian	9	0.06%

Swahili (any other)	9	0.06%
Ukrainian	9	0.06%
Danish	8	0.05%
Guarani	8	0.05%
Arabic (Algeria)	7	0.05%
Ewe	7	0.05%
Konkani	7	0.05%
Kurdish	7	0.05%
Lingala	7	0.05%
Serbian	7	0.05%
Latvian	6	0.04%
Panjabi (Pothwari)	6	0.04%
Believed to be English*	5	0.03%
Ga	5	0.03%
Hebrew	5	0.03%
Manding/Malinke	5	0.03%
Bosnian	5	0.03%
Sindhi	5	0.03%
Afrikaans	4	0.03%
Arabic (any other)	4	0.03%
Caribbean Creole English	4	0.03%
Chinese (any other)	4	0.03%
Chichewa/Nyanja	4	0.03%
Fula/Fulfulde-Pulaar	4	0.03%
Ndebele	4	0.03%
Slovenian	4	0.03%
Berber (Tamashek)	4	0.03%
Finnish	3	0.02%
Greek (any other)	3	0.02%
Krio	3	0.02%
Norwegian	3	0.02%
Pahari/Himachali (India)	3	0.02%
Romanian (Moldova)	3	0.02%
Croatian	3	0.02%
Swedish	3	0.02%
Amharic	2	0.01%
Arabic (Morocco)	2	0.01%

Caribbean Creole French	2	0.01%
Idoma	2	0.01%
Luganda	2	0.01%
Manding/Malinke (any other)	2	0.01%
Bambara	2	0.01%
Ndebele (South Africa)	2	0.01%
Romany/English Romanes	2	0.01%
Serbian/Croatian/Bosnian	2	0.01%
Tibetan	2	0.01%
Adangme	1	0.01%
Assyrian/Aramaic	1	0.01%
Bemba	1	0.01%
Burmese/Myanma	1	0.01%
Bengali (Chittagong/Noakhali)	1	0.01%
Chinese (Hakka)	1	0.01%
Welsh/Cymraeg	1	0.01%
Ebira	1	0.01%
Esan/Ishan	1	0.01%
Estonian	1	0.01%
Greek (Cyprus)	1	0.01%
Ilokano	1	0.01%
Kisi (West Africa)	1	0.01%
Kurdish (Kurmanji)	1	0.01%
Lusoga	1	0.01%
Malay/Indonesian	1	0.01%
Malay (any other)	1	0.01%
Mauritian/Seychelles Creole	1	0.01%
Ndebele (Zimbabwe)	1	0.01%
Romani (International)	1	0.01%
Sotho/Sesotho	1	0.01%
Tiv	1	0.01%
Berber/Tamazight (any other)	1	0.01%
Uzbek	1	0.01%
Venda	1	0.01%
Xhosa	1	0.01%
Zulu	1	0.01%
14808	100.00%	

Appendix D:

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries A-K)

Hertfordshire Districts and Borough comparisons

	Total	Austria	Belgium	Bulgaria	Croatia	Cyprus	Czech Republic	Denmark	Estonia	Finland	France	Germany	Greece	Hungary	Iceland	Ireland	Italy
Broxbourne	7,300	30	30	480	*	80	40	20	10	*	130	100	150	220	0	10	1,350
Dacorum	8,060	30	90	460	*	10	100	50	20	20	270	240	150	320	*	*	710
East Hertfordshire	7,180	30	30	350	20	30	110	40	30	30	270	240	220	270	10	10	1,180
Hertsmere	8,770	30	80	370	20	50	100	30	20	30	280	220	220	320	*	10	580
North Hertfordshire	4,200	10	40	160	*	20	50	40	20	30	300	210	90	160	*	10	640
Post Albans	7,280	40	90	270	30	30	120	70	20	70	460	360	350	300	*	20	990
Stevenage	4,950	20	40	230	40	20	50	*	*	*	130	170	70	240	0	*	310
Three Rivers	4,450	20	20	170	10	*	40	30	*	30	170	130	50	110	*	*	270
Watford	13,310	30	100	650	20	10	110	40	30	30	370	270	240	590	*	*	1,210
Welwyn Hatfield	9,590	20	80	400	30	60	90	40	20	30	180	190	230	670	*	*	600

\* = 1 to 9

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries L-R)

Hertfordshire Districts and Borough comparisons

		Latvia	Liechtenstein	Lithuania	Luxembourg	Malta	Netherlands	Norway	Poland	Portugal	Romania
Broxbourne	7,300	140	0	520	*	*	60	*	1,520	240	1,560
Dacorum	8,060	130	0	250	*	10	150	20	1,220	350	2,490
East Hertfordshire	7,180	70	0	180	*	*	140	20	1,200	790	1,030
Hertsmere	8,770	60	0	220	0	20	170	10	1,050	440	3,500
North Hertfordshire	4,200	60	0	170	0	*	110	10	760	170	510
St Albans	7,280	50	0	140	*	10	190	30	1,010	420	860
Stevenage	4,950	80	0	180	0	0	80	*	1,140	190	1,400
Three Rivers	4,450	40	0	180	*	*	80	20	560	830	1,200
Watford	13,310	120	0	270	10	10	240	20	2,080	1,130	4,040
Welwyn Hatfield	9,590	100	0	290	*	10	130	20	2,130	490	2,880

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries S - Z)

Hertfordshire Districts and Borough comparisons

		Slovakia	Slovenia	Spain	Sweden	Switzerland	Non-EEA
Broxbourne	7,300	60	*	200	30	*	290
Dacorum	8,060	150	*	310	60	20	440
East Hertfordshire	7,180	90	10	490	70	30	210
Hertsmere	8,770	200	*	260	60	*	420
North Hertfordshire	4,200	80	*	260	70	20	190
St Albans	7,280	150	*	710	100	40	320
Stevenage	4,950	100	*	190	20	10	210
Three Rivers	4,450	70	*	140	60	20	160
Watford	13,310	150	10	560	100	*	860
Welwyn Hatfield	9,590	160	*	280	60	20	380

\* = 1 to 9

## Appendix E:

### Watford Borough Council – Staff profile

#### 1. Race

Ethnic Origin Description	No of Employees 2019/20	% of Employees 2019/2020	% of Employees 2018/19	% of local population (Census 2011)
Asian British: Bangladeshi	1	0.46%	0.45%	0.40%
Asian British: Indian	14	6.42%	5.91%	5.50%
Asian British: Other	2	0.92%	0.91%	4.40%
Asian British: Pakistani	1	0.46%	0.45%	6.70%
Black British: African	4	1.83%	1.82%	3.50%
Black British: Caribbean	1	0.46%	0.45%	1.70%
Black British: Other	3	1.38%	1.36%	0.60%
Mixed: White & Black Caribbean	2	0.92%	0.91%	3.40%
Other Ethnic Group	0	0.00%	0.00%	0.00%
White: British	88	40.37%	42.27%	61.90%
White: Irish	6	2.75%	2.27%	2.30%
White: Other	8	3.67%	3.18%	7.70%
Prefer not to say / not stated	88	40.37%	40.00%	0.00%
<b>Total</b>	<b>218</b>	<b>100.00%</b>	<b>100.00%</b>	

BAME	2019/20		2018/19	
	Total Employees (Headcount)	% of Employees	Total Employees (Headcount)	% of Employees
Yes	28	12.84%	27	12.27%
No	102	46.79%	105	47.73%
Prefer not to say / Not stated	88	40.37%	88	40.00%
<b>Total</b>	<b>218</b>	<b>100.00%</b>	<b>220</b>	<b>100.00%</b>

#### 2. Sex

Gender	Total no of employees	% of employees
Female	128 (129)	58.72% (58.64%)
Male	90 (91)	41.28% (41.36%)
<b>Total</b>	<b>218 (220)</b>	<b>100.00%</b>

### 3. Disability

Disability	Total no of employees	% of employees
No	48 (50)	22.02% (22.73%)
Yes	6 (4)	2.75% (1.82%)
Not Stated	164 (166)	75.23% (75.45%)
<b>Total</b>	<b>218 (220)</b>	<b>100.00%</b>

### 4. Age

Age Group	Number of employees	% of employees	% of local population (from mid-2016 population estimates)
29 and under	20 (22)	9.17% (10.00%)	38.95% (38.95%)
30 – 39	41 (44)	18.81% (20.00%)	17.56% (17.56%)
40 – 49	61 (63)	27.98% (28.64%)	14.57% (14.57%)
50 – 59	68 (69)	31.19% (31.36 %)	11.67% (11.67%)
60 – 64	24 (19)	11.01% (8.64%)	4.24% (4.24%)
65 +	4 (3)	1.83% (1.36%)	13.02% (13.02%)
<b>Total</b>	<b>218</b>	<b>100.00%</b>	

### 5. Sexual orientation

Sexual Orientation	No of employees	% of employees
Bisexual	1 (1)	0.46% (0.45%)
Gay Man	1(1)	0.46% (0.45%)
Gender Reassignment	0 (0)	0.00% (0.00%)
Heterosexual	83 (82)	38.07% (37.27%)
Lesbian / Gay Woman	1 (1)	0.46% (0.45%)
Not Stated	130 (133)	59.63% (60.45%)
Prefer not to say	2 (2)	0.92% (0.91%)
<b>Total</b>	<b>218</b>	<b>100.00%</b>

# Agenda Item 10

Part A

**Report to:** Cabinet

**Date of meeting:** 18 January 2021

**Report author:** Group Head of Community and Environment

**Title:** Cultural Strategy 2018-2025 – Updated Implementation Plan

## 1.0 Summary

- 1.1 Published in 2018, Watford's Cultural Strategy (2018-2025) described a vision for the future of the Borough's cultural and creative sector "to grow sustainable opportunities for creative enterprise, cultural provision and participation for our local communities, business and visitors which will, in turn, strengthen Watford's appeal as a creative destination." To achieve this ambition, the Council progressed with an action plan centred on four priority areas: local heritage, vibrancy and connectedness, career opportunities, and artistic production.
- 1.2 In 2020, in light of the COVID-19 pandemic, the Council took the decision to reflect on how best to adapt these priorities to the change in circumstances and build upon the success of Watford Together, a joint project with the Council and culture and leisure partners to engage Borough residents in creative activities during lockdown. With a new Council Plan demonstrating the Council's leadership of place the Council also sought to identify opportunities for new collaborations and efficiencies (physical, programmatic, and virtual) across Watford's cultural assets and sector.
- 1.3 The Council engaged strategic culture consultants AEA Consulting in summer 2020 to review the implementation of the Council's 2018 Cultural Strategy. The AEA Consulting work consisted of engagement with a large number of cultural stakeholders, and a detailed market assessment of the cultural sector in Watford. Their detailed report is attached as an appendix to this Cabinet report (see Appendix A). The report was commissioned following the impact of the Covid-19 pandemic and also to inform the Town Hall Quarter (THQ) programme, which will revitalise the north end of the High Street by a combination of regeneration schemes (economic, infrastructure and housing), redevelopment of the Town Hall including potential relocation of the Council's museum, and refurbishment and repurposing of the Colosseum. This report influences a number of recommendations to the Town Hall and Colosseum projects of the THQ programme, also to be considered by Cabinet on 18 January 2021.
- 1.4 The recommendations contained within the report support the new Council Plan and in particular two of its themes, "a healthy, happy town" and "a thriving, diverse and creative town". The recommendations also consolidate the actions from Watford's Cultural Strategy and the actions from the AEA report, to ensure an integrated work programme for the Council and its partners.
- 1.5 It is important to note that delivery of the consolidated action plan is not one that the Council alone can deliver. Success will be dependent on the engagement, collaboration and commitment of a range of stakeholders from both the Cultural Leaders Group and other key partners.

## 2.0 Risks

2.1 The main risks are identified in the table below.

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Covid 19	Ongoing pandemic puts further pressure on Cultural sector meaning cultural organisations are not able to return to normal	Continue to keep in view. The Action Plan provides an opportunity for the Cultural sector to identify new opportunities to work more efficiently together	Tolerate and keep under review	Likelihood = 3 Severity = 3  Total risk = 9
Lack of collaboration and buy in from cultural organisations	Failure to deliver new efficiencies or new funding sources  Lack of collaboration amongst the cultural organisations in Watford could derail any of the initiatives in the AEA report, specifically the governance arrangements	The Council has commissioned the AEA report to focus on opportunities and is facilitating a workshop for key stakeholders  Ensure proper representation on governance Boards  Communicate clearly and regularly with all impacted cultural organisations	Treat Actively: pursue new funding opportunities from other sources  Treat: Actively manage the risk by involving and communicating with cultural	Likelihood = 3 Severity = 3  Total risk = 9
Delays in the THQ programme	Some AEA recommendations dependent on THQ programme	Robust programme management	Treat: Actively manage the risk via project planning and management	Likelihood = 2 Severity = 3  Total risk = 6
Lack of involvement by cultural organisations in progressing recommendations	Lack of involvement in progressing recommendations by cultural organisations in Watford will mean	Actively manage the action plan via robust governance arrangements	Treat: Actively manage the risk by developing an action plan with	Likelihood = 2 Severity = 3  Total risk = 6

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
	the outcomes expected from the recommendations will not be achieved		specific responsibilities	

### 3.0 Recommendations

Cabinet is recommended to:

1. Note the AEA Consulting report at Appendix A.
2. Approve the consolidated Action Plan 2021 -2022 at pages 84 – 88 of the AEA Consulting report at Appendix A.
3. Authorise the Group Head of Community and Environmental Services, in consultation with the Mayor and Managing Director, to make amendments to the Action Plan 2021 – 2022.
4. Note progress on the delivery of the Action Plan 2021-2022 will form part of the quarterly Road to Renewal update.

#### Further information:

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#### Report approved by:

Donna Nolan, Managing Director  
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### 4.0 AEA Report

#### Introduction and Background

- 4.1 Published in 2018, Watford’s Cultural Strategy (2018-2025) described a vision for the future of the Borough’s cultural and creative sector “to grow sustainable opportunities for creative enterprise, cultural provision and participation for our local communities, business and visitors which will, in turn, strengthen Watford’s appeal as a creative destination.” To achieve this ambition, the Council progressed with an action plan centred on four priority areas: local heritage, vibrancy and connectedness, career opportunities, and artistic production.
- 4.2 In 2020, in light of the COVID-19 pandemic, the Council took the decision to reflect on how best to adapt these priorities to the change in circumstances and build upon the success of Watford Together, a joint project with the Council and culture and leisure partners to engage Borough residents in creative activities during lockdown. With a new Council Plan demonstrating the Council’s leadership of place the Council also sought to identify opportunities for new collaborations and efficiencies (physical, programmatic, and virtual) across Watford’s cultural assets and sector.

4.3 The Council engaged strategic culture consultants AEA Consulting in summer 2020 to review the implementation of the Council's 2018 Cultural Strategy. The AEA Consulting work consisted of engagement with a large number of cultural stakeholders, and a detailed market assessment of the cultural sector in Watford. Their detailed report is attached as an appendix to this Cabinet report (see Appendix A). The report was commissioned following the impact of the Covid-19 pandemic and also to inform the Town Hall Quarter (THQ) programme, which will revitalise the north end of the High Street by a combination of regeneration schemes (economic, infrastructure and housing), redevelopment of the Town Hall including potential relocation of the Council's museum, and refurbishment and repurposing of the Colosseum. This report influences a number of recommendations to the Town Hall and Colosseum projects of the THQ programme, also to be considered by Cabinet on 18 January 2021.

4.4 AEA Consulting were commissioned specifically to revisit existing proposals and explore new ideas and lines of enquiry, which included but were not limited to:

- The opportunities associated with the proposed development of a Town Hall Quarter (THQ) in the north of the town centre
- The proposed refurbishment or relocation of Watford Museum
- The potential for a unifying brand and communications platform for Watford's cultural sector
- The potential for shared services for cultural organisations
- The physical consolidation of cultural assets
- Demand for increased workspaces for cultural and creative industries
- The identification of current gaps or over provision in Watford's cultural provision

4.5 The intention of this exercise was not to replace the outcomes of the Cultural Strategy but to review and prioritise initiatives given the impacts of COVID-19, the proposed Town Hall Quarter (THQ) programme, and the increasing need for cultural organisations to achieve financial independence.

4.6 AEA's approach and methodology included consultation with 39 local cultural sector stakeholders, a review of existing plans and strategies, comparator analysis and desk research, articulating findings and recommendations, and reviewing this analysis and recommendations with the Elected Mayor, Portfolio Holders, senior officers and the Cultural Leaders Group. The AEA analysis is presented in the four sections of their report:

- **Situation Analysis:** analysis of Watford's cultural market, including demographics, the contribution of the creative industries, levels of cultural engagement; and identified gaps in the provision of built infrastructure and the wider needs of the sector;
- **Case Studies:** a benchmark analysis of six UK municipal cultural initiatives, highlighting key learnings that may be relevant to Watford;
- **Emerging Options:** an assessment of emerging options for Watford's cultural infrastructure and provision including their merits and limitations;
- **Recommendations and Next Steps:** recommended course of action for Watford's cultural organisations and long-term sustainability of the local cultural sector

#### **Summary of Main Findings**

4.7 The AEA findings confirm the strength of the cultural sector in Watford:

- a close relationship between culture and built heritage in Watford;
- the presence of three Arts Council England National Portfolio theatre organisations (all of them active touring companies);

- a vibrant community arts scene with regular series of events at the Watford Museum, Pump House Theatre, and independent music and night-time venues;
- high-quality cultural education facilities at the West Herts College;
- well-connected stakeholders through various networks including the Cultural Forum, Watford Area Arts Forum, and Cultural Leaders Group; and popular home-grown cultural events (Imagine Watford, Big Events programme).

4.8 The Council is recognised for championing culture and, despite the preceding decade of austerity, for continuing to support key organisations and programmes including the Watford Museum, Watford Palace Theatre, Pump House Theatre and Arts Centre and Imagine Watford with operating funding and infrastructure. The Council has contributed a significant amount, in the form of both direct subsidy and non-commercial rents, to the sector in 2019-20. The role of the Council in bringing stakeholders together through the Cultural Leaders Group, Cultural Forum and initiatives like Watford Together is also recognised as important in supporting the coordination and communication of cultural activities in Watford.

4.9 The report also highlights that the Town Hall Quarter (THQ) programme creates a new opportunity for cultural activity and infrastructure. The recommendations in the AEA report are accordingly designed to recognise and complement the THQ programme. In projects such as the Town Hall and Colosseum projects, findings from the AEA report are being given due consideration.

4.10 In the analysis of existing gaps and issues in the cultural provision in Watford AEA have identified that the strategic oversight and leadership for Watford's cultural sector could be further developed so as to ensure cohesive development, delivery, and communication of a diverse range of cultural activities. While the Cultural Leaders Group has facilitated improved networking among key stakeholders, there is an opportunity for the model to mature further. For example, in a number of cities and towns across the UK and elsewhere, cultural leadership is often delivered through an umbrella governance structure.

4.11 Similarly, there is an opportunity to strengthen communications by consistent marketing to promote Watford's cultural offer to the town's residents and visitors in a way that is more representative of its full scope. There is an opportunity for such a refreshed approach to promote not just profession and community arts and culture, but also possibly the visitor, night time and retail economy.

4.12 AEA have identified that some of the cultural infrastructure in Watford would benefit from update and modernisation. AEA have also suggested that there is a demand for specific types of spaces currently missing in Watford:

- creative workspace – artist and maker studios and creative co-working;
- rehearsal and performing arts practice studio(s);
- exhibition spaces; and
- some support infrastructure (storage, etc.).

#### **Key Recommendations from the AEA Report**

4.13 The recommendations are grouped in three areas:

***Town Hall Quarter: Cultural infrastructure provision within the proposed development in the north of the town centre***

4.14 The report strongly supports the THQ programme and specifically, it recommends better use of the space in the Colosseum to support cultural organisations' requirements. Suggested potential future uses of the Colosseum are:

- rehearsal space facility for dance and performing arts rehearsals, training, and small-scale events;
- visual arts exhibition space with a programme of rotating exhibitions to showcase work (paintings, sculpture, ceramics, etc.).

4.15 The Colosseum is seen by AEA as a venue with the potential for increased utilisation and animation to create a vibrant cultural centre for Watford. These recommendations have directed the Colosseum project which is part of the THQ programme, which is a separate item on the cabinet agenda.

4.16 The potential relocation of the museum to a location as part of the THQ is also supported as it is felt this could give the museum a facelift and modernisation to bring it up to date and make it "fit for the future". The report states that the programme of events and displays would benefit from updating. This specific recommendation feeds directly into the Museum and Heritage Service project which is also part of the THQ programme.

#### ***Leadership and Governance: coordinated strategy and oversight for the cultural sector***

4.17 The report focuses strongly on the area of governance and draws on experience from other towns which have carried out similar reviews. It is acknowledged that the Cultural Leaders Group has played an important role and that the Watford Together response to the Covid-19 pandemic demonstrated the power of cultural organisations collaborating to provide cultural activities for Watford. However, in order to move forward and further capitalise on this collaboration, AEA are proposing establishment of a more formalised governance structure.

4.18 Specifically the report recommends the development of a governance structure for coordinated strategic oversight of the cultural sector including planning, programme development and delivery of cultural activities. While the Council could potentially support the establishment of such structure, it would be an independent sector driven entity and which could be incorporated as an independent charity, e.g. a Trust governed by a Board. Jointly with cultural organisations in Watford, we would look to identify potential funding sources for a new governance entity.

4.19 These new governance arrangements could oversee the cultural strategy moving forward and ensure shared ownership of the integrated action plan referred to earlier in this report. This is a key recommendation of the report and is the fundamental building block of the future provision of cultural services in Watford.

4.20 AEA also recommend that these governance arrangements can be used to oversee and manage a consolidation of communications platforms and shared services across the Watford cultural organisations which will allow the cultural experience in Watford to be coordinated and marketed in a consistent way and will support a new branding approach.

#### ***Wider Cultural Infrastructure Support***

4.21 If the new governance arrangements referred to above progress, the new structure will be the platform that will enable access to alternative sources of funding to support the improvement, updating and animation of existing infrastructure including the Pump House Arts Centre and Watford Palace Theatre.

- 4.22 The report also recommends consideration of adaptive re-use of vacant buildings in Watford for creative activities such as galleries and studio space, workspace, rehearsal space, exhibition/bespoke retail, led by private and not-for-profit initiatives (including Watford BID and the Intu shopping centre). This recommendation directly links with the emerging Town Centre Strategy, and is being developed further as part of that work stream.

#### **Action Plan**

- 4.23 The report includes a detailed Action Plan (see pages 84 – 88 of the AEA report attached in Appendix A) which, as well as including all the proposed actions from the AEA report, also reviews and updates the action plan from the Cultural strategy (2018-2025) and merges these two sets of actions into one Integrated Action Plan in the report.
- 4.24 The proposal is that the agreed new governance arrangements should oversee and manage the Action Plan from this report. To that end one of the first actions is to agree what the governance model should be and a workshop is being held in late January 2021, with the Cultural Leaders Group, in attendance to agree this.

#### **5.0 Implications**

##### **Town Hall Quarter Programme**

- 5.1 The Town Hall Quarter (THQ) programme is the subject of a separate report to Cabinet on 18 January. The THQ programme comprises seven projects:
- **Regeneration project** – will deliver the housing and regeneration aspects of the programme
  - **Town Hall Development project** – will focus on how best to refurbish and use the Town Hall asset
  - **Colosseum project** – will oversee the refurbishment of this historic building and broaden its use for both Watford residents and cultural organisations
  - **Innovation and Incubation Hub project** – will assess how best we can support acceleration of business growth locally.
  - **Museum and Heritage Service project** – will re-imagine the Museum and Heritage service and develop a service fit for the future
  - **Culture project** – will provide an assessment of requirements for Watford’s cultural organisations’ use of the Colosseum and shape the design investment proposals accordingly
  - **Transformational Change project** – will review the way the council works and where it works.
- 5.2 This report both complements and influences the Town Hall Development and Colosseum projects of the THQ programme by providing requirements for those projects. It also supports the review of the Museum and Heritage service project and the Culture project of the THQ programme.

#### **Financial**

- 5.3 The Shared Director of Finance comments that there are no direct financial implications of this report. The financial implication of the THQ programme are set out in a separate report elsewhere on the agenda. Other projects are expected to bid for external funding to take them forward. Any

additional funding requirements will be brought forward for consideration as part of the normal budget and capital programme process.

#### **Legal Issues (Monitoring Officer)**

- 5.4 The Group Head of Democracy and Governance comments that comments have been made separately regarding the legal implications for the THQ programme in that report. Should it be decided following workshops that the Council is to become part of any newly established entity then this will need to come back to cabinet for a formal decision.

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

- 5.5 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, to the need to –
- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
  - advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them
  - foster good relations between persons who share relevant protected characteristics and persons who do not share them.
- 5.6 An Equality Impact Analysis (EIA) was undertaken for the Cultural Strategy 2018-2025. As the review and associated action plan integrated current findings and recommended activities with this Strategy, the original EIA has been reviewed and revised. This is attached at Appendix B.
- 5.7 From the EIA the Cultural Strategy is seen as a positive contribution to the advancement of equalities in Watford, enabling the town to celebrate its diverse community, providing opportunities for people to share positive experiences through culture, arts and creativity and building understanding. The EIA recommends effective engagement with the community throughout the delivery of the action plan, making sure that those with protected characteristics have the opportunity to share their views, feedback and feel involved in the cultural life of the town.
- 5.8 Article 1 of The First Protocol of the Human Rights Act 1998 provides that every person is entitled to the peaceful enjoyment of their possessions and that no one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law. These provisions do not impair the rights of the state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.
- 5.9 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.

#### **Staffing**

- 5.10 The Council has a team engaged to progress this work. Any staffing impact of the projects which are part of the THQ programme will be addressed in that programme.

## **Accommodation**

- 5.11 A number of recommendations interrelate with the Town Hall Quarter programme and accommodation requirements form part of that programme.

## **Community Safety/Crime and Disorder**

- 5.12 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. The proposals to regenerate the area around the Town Hall will lead to changes to the public realm. Secured by design principles will need to be actively embraced to ensure that design proposals inhibit crime. Given that there is a high footfall passing through this area on a daily basis, consideration will need to be given during construction works to ensure the public is safe at all times. Overall, providing cultural activities that enhance the look and feel of identified areas will serve to have a positive effect on the people's perceptions of community safety and crime.

## **Sustainability**

- 5.13 This project is linked to the THQ programme which will deliver more activity in a very central, highly accessible location, which will inherently be beneficial from a sustainability perspective in travel and transport terms. There is an opportunity to champion energy efficiency in the building design and the Council will actively seek central government funding to help improve the design performance of the heritage buildings. In addition to this, the Council will explore whether a central heating system for the whole new development would be beneficial in terms of energy delivery.
- 5.14 It is envisaged that the council will work with the town's cultural organisations to identify opportunities for collaboration and funding, ensuring future sustainability. In addition through the Cultural Leaders Group there will be opportunities to share ambition, develop partnership working, share skills knowledge and maximise resource.

## **Appendices**

A - AEA Consulting full report

B – EIA Report

# Watford Cultural Sector

## Options Analysis Report



October 2020  
Updated January 2021

Prepared by AEA Consulting for Watford Borough Council

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## Foreword by Peter Taylor, Elected Mayor of Watford

Watford has a proud, and well deserved, reputation as a great place to enjoy arts, entertainment and heritage. Through our Cultural Strategy 2018-25 we have set out how, together with our partners, we can secure its long-term position as an exceptional regional centre and put Watford even more firmly on the cultural map.

This year, more than ever, we have recognised the vitally important role culture plays, not just in our individual lives, but also in the vibrancy and success of Watford. We have not been able to join together as usual to enjoy Watford's outstanding cultural and entertainment venues or our outdoor festivals and events. There is no doubt that we have missed these shared experiences and life without them has, for me, reinforced the value our cultural sector brings to Watford both economically and socially.

We want to ensure, as we emerge from the Covid-19 pandemic, we have the right plans in place for arts, entertainment and heritage in Watford. We know that the last year has changed the cultural environment significantly but we want to remain ambitious, making the most of the town's opportunities and the commitment and passion of our cultural partners and providers. Our major transformational plans for the Town Hall Quarter are a great example of where culture can play a vital part in stimulating the local economy and bring life and vitality to the town but there are lots of other initiatives and ideas we know can contribute as well. We also want to harness the strength of 'Watford Together', the fantastic response to the pandemic from our cultural sector, which opened up exciting new ways we could reach out to the town and use the power of creativity to connect people.

This makes it the right time to look for new, inspired ways of boosting Watford's cultural sector. We have been working with a specialist team to review our Cultural Strategy and engage with our partners on how we can collaborate and build a successful and sustainable future for culture, arts, entertainment and heritage in our town and for our community.

I am confident that this will make sure Watford continues to push forward and demonstrate how it will remain a vibrant and diverse home for culture now and in years to come.

Peter Taylor



# Executive Summary



# Executive Summary

## Brief and Approach

### AEA's Brief

Published in 2018, Watford's Cultural Strategy (2018-2025) describes a vision for the future of the Borough's cultural and creative sector "to grow sustainable opportunities for creative enterprise, cultural provision and participation for our local communities, business and visitors which will, in turn, strengthen Watford's appeal as a creative destination." To achieve this ambition, Watford Borough Council (WBC) has progressed with an action plan centred around four priority areas: local heritage, vibrancy and connectedness, career opportunities, and artistic production. In 2020, in light of the COVID-19 pandemic, WBC has taken the decision to reflect on how best to adapt these priorities to the change in circumstances. Building upon the success of Watford Together, a joint project with the Council and culture and leisure partners to engage Borough residents in creative activities during lockdown, WBC seeks to identify opportunities for new collaborations and efficiencies (physical, programmatic, and virtual) across Watford's cultural assets.

In August 2020, WBC commissioned AEA Consulting to revisit existing proposals and explore new ideas and lines of enquiry, including but not limited to:

- The proposed development of a Town Hall Quarter in the north of the town centre;
- The proposed refurbishment or relocation of Watford Museum;
- A unifying brand and communications platform for Watford's cultural sector;
- Shared services for cultural organisations;
- The physical consolidation of cultural assets;
- Increased workspaces for cultural and creative industries; and
- The identification of current gaps in Watford's cultural provision.

The intention of this exercise is not to replace the outcomes of the Cultural Strategy but to review and prioritise initiatives given the impacts of COVID-19, the proposed masterplan for the north of the town centre, and the increasing need for cultural organisations to achieve financial sustainability in light of anticipated decrease in funding available from the Council.

### AEA's Approach and Methodology

AEA's approach and methodology included consultation with 39 local cultural sector stakeholders, a review of existing plans and strategies, comparator analysis and desk research, articulating findings and recommendations, and reviewing this analysis and recommendations with the WBC Leadership Board. Our analysis is presented in the five sections of this document:

- **Situation Analysis (Section 1):** an analysis of Watford's cultural market, including demographics, the contribution of the creative industries, levels of cultural engagement; and identified gaps in the provision of built infrastructure and the wider needs of the sector;
- **Case Studies (Section 2):** a benchmark analysis of six UK municipal cultural initiatives, highlighting key learnings relevant to Watford;
- **Emerging Options (Section 3):** an assessment of emerging options for Watford's cultural infrastructure and provision including their merits and limitations;
- **Recommendations and Next Steps (Sections 4-5):** recommended course of action for Watford's cultural organisations and long-term sustainability of the local cultural sector.

The key findings and recommendations contained within sections 1, 3 and 4 are summarised on the following pages.



# Executive Summary

## Key Findings

Watford's strength is in its diversity – that of the demographic and socio-economic makeup of its residents and of a cultural scene that encompasses **professional performing arts companies of national significance, successful grassroots initiatives, and an active music and 'maker' community**. It is important to recognise and celebrate this diversity, to nurture Watford's home-grown talent, and, by doing so, create strong foundations for future vitality and sustainability of Watford's cultural and creative sector.

Our findings echo those of the 2018-2025 Cultural Strategy: a close relationship between culture and built heritage in Watford; the presence of three Arts Council England National Portfolio theatre organisations (all of them active touring companies); a vibrant community arts scene with regular series of events at the Watford Museum, Pump House Theatre, and independent music and night-time venues; high-quality cultural education facilities at the West Herts College; well-connected stakeholders through various networks including the Cultural Forum, Watford Area Arts Forum, and Cultural Leaders Group; and popular home-grown cultural events (Imagine Watford, Big Events programme).

**WBC is recognised for championing culture** and continuing to support key organisations and programmes including the Watford Museum, Watford Palace Theatre, Pump House Theatre and Arts Centre and Imagine Watford with operating funding and infrastructure. The Council contributed around £1 million in the form of both direct subsidy and non-commercial rents for Council-owned cultural venues in 2019. The role of the Council in bringing stakeholders together through the Cultural Leaders Group, Cultural Forum and initiatives like Watford Together is also seen as important – if not yet entirely comprehensive – in supporting the coordination and communication of cultural activities in Watford.

While the COVID-19 pandemic has highlighted the many demands on local authority spending, particularly in the view of the work that will be needed to ensure that their area is able to bounce back strongly both from an economic and community point of view, there is potential for cultural activity and to regenerate and support recovery efforts. The recommendations in this report are accordingly designed to recognise the current financial pressures and complement the proposed Town Hall Quarter project.

In our analysis of **existing gaps and issues in the cultural provision** in Watford we have identified the need to strengthen strategic oversight and leadership for Watford's cultural sector to ensure cohesive development, delivery, and communication of a diverse range of cultural activities. While the Cultural Leaders Group was initiated to facilitate improved networking among key stakeholders, the scope of its representation, authority and decision-making power is limited. In cities and towns across the UK and elsewhere, cultural leadership is often delivered through an umbrella governance structure which we discuss in the options analysis in Section 3 and in case studies analysis provided in Section 2 and Appendix H.

Similarly, there is **a need for strong and consistent communications** to promote Watford's cultural offer to the town's residents and visitors in a way that is more representative of its full scope – both professional and community arts – building on existing initiatives such as Visit Watford but going further.

Analysis of the quality and volume of the cultural infrastructure in Watford highlights that there are some older buildings that would benefit from **investment to bring them up to modern standards and enhance their value** in terms of what they can offer to serve different creative purposes and audiences. There is a demand for specific types of spaces currently missing in Watford: creative workspace – artist and maker studios and creative co-working; rehearsal and performing arts practice studio(s); exhibition spaces; and some support infrastructure (storage, etc.). The proposed Town Hall Quarter may provide space for some of these shared facilities.

AEA observed and noted the scope to improve the **character and quality of public realm** in Watford's town centre that, currently, in places does not reflect either Watford's potential or best practice in public space design, safety, and wayfinding. Creative solutions can be adapted to continue improve and connect Watford's town centre and parts of its high street into one cohesive and attractive 'quarter' while also linking up and improving wayfinding for cultural venues.

The next pages summarise options and recommendations developed to address these identified gaps and issues and to advance the cultural sector in Watford. More detailed analysis of each option and recommendation can be found in Section 3 (Emerging Options) and Section 4 (Recommendations) of this document. Options and recommendations have been grouped into three areas: Town Hall Quarter, Leadership and Governance, and Wider Cultural Infrastructure Support.



# Executive Summary

## Options and Recommendations

### I. Town Hall Quarter: cultural infrastructure provision within the proposed development in the north of the town centre

Options	Recommendations (I)	Rationale	Spatial Requirements*	Indicative Cost
1. Proposed development of a 'Town Hall Quarter' cultural offer in the north of the town centre	1.1 Regenerate the north of the town centre through public realm interventions, commercial and cultural uses (the reimagined Colosseum, potential addition of the re-located Watford Museum, and current Watford Central Library).	General support for the revitalisation of the north of the town centre which is considered 'underutilised' and would benefit from stronger placemaking and greater volume of cultural activity.	N/A	High
	1.2 Identify appropriate approach and potential partners to repurpose the Town Hall, Colosseum and any other available sites to provide a creative workspace offer as part of Town Hall Quarter cultural offer. As part of this test the feasibility of leasing space within the Town Hall/Colosseum. This could provide: <ul style="list-style-type: none"> <li>- a rehearsal space facility for dance and performing arts rehearsals, training, and small-scale events;</li> <li>- a visual arts exhibition space with a programme of rotating exhibitions to showcase work (paintings, sculpture, ceramics, etc.).</li> </ul>	Increased animation of the the north of the town centre with cultural activity and addition of 'anchor' tenant which could provide stable long-term income stream for WBC. There is significant demand for theatre and dance performing arts space from arts and community groups as well as strong regional presence of creative industries workers – a growing sector with positive wider economic and social impacts. There is no dedicated visual arts exhibition space in Watford currently which is detrimental to providing opportunities to showcase visual art works by local and visiting artists.	~250 sq m creative studios/offices ~500 sq m coworking space ~100 sq m networking/event space ~100–200 sq m visual arts space ~100–150 sq m rehearsal facility	Medium
	1.3 Increase utilisation and animate the Colosseum building to create a vibrant cultural centre for Watford.	The Colosseum is currently underutilised and has limited programmatic scope. The Council can expand its uses following a recent revision of operating arrangements.	N/A	Low
2. The refurbishment or relocation of Watford Museum	1.4 Update Museum programme and displays as part of an overall review of Museum and Heritage service and investigate the feasibility of re-locating to a repurposed space in the Town Hall as part of the Town Hall Quarter project.	Potential relocation to the Town Hall requires further testing and can be factored into the Town Hall Quarter plans.	Spatial requirements to be confirmed following WBC review of Museum spatial requirements	Medium



# Executive Summary

## Options and Recommendations

### II. Leadership and Governance: coordinated strategy and oversight for the cultural sector

Options	Recommendations (II)	Rationale	Spatial Requirements	Indicative Cost
3. Strategic oversight of cultural sector in Watford, including coordinated communications, unified branding, and shared services	2.1 Develop a governance structure for coordinated strategic oversight of cultural sector including planning, programme development and delivery of cultural activities. While the Council can initiate the establishment of such structure, it would be an independent sector-driven entity and can be incorporated as an independent charity, e.g. a Trust governed by a Board. Jointly with cultural organisations in Watford, WBC can look to identify funds to help establish new governance arrangements.	Formalised and representative governance structure including cultural organisations and representatives for local business and residents will enhance coordination and collaboration across cultural activities, creating new efficiencies and funding opportunities. While there is a high level of cultural activity in Watford, it could be better coordinated, and marketing and fundraising can benefit from a more centralised approach.	N/A	Low
	2.2 Deepen community engagement through regular and consistent dialogue with residents and creative practitioners.	Sustained community engagement with residents and creative practitioners will ensure that cultural activities are relevant and impactful.	N/A	Low
	2.3 Improve data collection and analysis to drive better returns on cultural investments.	Data collection and analysis of utilisation and engagement will enable progress monitoring, drive efficiencies, and inform evidence-based decision-making.	N/A	Low
	2.4 Develop a centralised communications platform to promote Watford's cultural sector to residents and visitors – either by repurposing the existing website/brand or creating a new one.	Enhanced brand and coordinated marketing will streamline the communication communications and encourage greater attendance and impact.	N/A	Low
	2.5 Investigate other opportunities for shared services and co-efficiencies.	Potential opportunities for shared CRM, ticketing, education or admin require further investigation with key cultural stakeholders.	N/A	Low
4. COVID-19 sector support	2.6 Continue to signpost at-risk cultural venues and organisations to potential grant and funding sources and maintain ongoing dialogue with national lobbying and funding organisations.	Some cultural infrastructure at risk due to the current operating environment, especially independent and grassroots music venues.	N/A	Low



# Executive Summary

## Options and Recommendations

### III. Wider Cultural Infrastructure Support: improvements to culture infrastructure

Options	Recommendations (III)	Rationale	Spatial Requirements*	Indicative Cost
5. Improvements to existing cultural infrastructure	3.1 As landlord, WBC can work with local venues including the Pump House Arts Centre and Watford Palace Theatre to seek funds and mechanisms to improve, update and animate existing infrastructure.	Address required repairs to refurbish existing facilities of the Pump House and Palace Theatre, increase accessibility, and accommodate growing levels of activity in both venues.	Rehearsal/performance space: ~100–150 sq m  Storage & scenic workshop: ~140–220 sq m	Medium
6. Provision of new cultural facilities, including rehearsal/studio space for theatre and dance, creative workspaces, and exhibition/gallery space	3.2 Consider adaptive re-use of vacant buildings in Watford for creative activities such as galleries and studio space, workspace, rehearsal space, exhibition/bespoke retail, led by private and not-for-profit initiatives (including Watford BID and <i>intu</i> ).	Efficient use of vacant space to animate town centre through adaptive creative reuse of existing buildings.	Flexible based on supply	Low
7. Physical consolidation of cultural assets around main hubs of activity in the town centre	3.3 Continue to enhance public realm, wayfinding and outdoor social & event spaces to increase connectivity, attractiveness and footfall and facilitate greater cohesion of public spaces and cultural venues.	Besides the area around the Town Hall, there are no clear opportunities for physical consolidation but connectivity and visibility of culture and cultural assets can be improved throughout the town.	N/A	Medium

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For full context of options and recommendations, please review sections 3 and 4 of this report. These recommendations were developed by AEA based on the market analysis and consultation undertaken in August-September 2020 and are addressed at Watford's cultural sector ecosystem. There is emphasis on specific recommendations for initiatives that can strengthen and support the cultural provision in Watford. It is not expected that the WBC will be in a position to address any of these directly, without the engagement of the wider public, the private sector and the local cultural sector leaders. Given the legacy of "Watford Together" and to maximise efficiencies, it is recommended that Watford's cultural organisations and the WBC address these recommendations collaboratively.



\*estimated spatial requirements are indicative and require further testing

# Executive Summary

## Next Steps

### Identify Funding Sources and Mechanisms

The funding for cultural sector infrastructure updates and consolidation efforts can be sought from a number of public and private funders including but not limited to:

- For cultural infrastructure improvements and repurposing:
  - National Lottery Heritage Fund
  - Historic England
  - The Architectural Heritage Fund
  - Philanthropic foundations and trusts
  - Private sector partners and investors
  - Developer contributions (Section 106 and Community Infrastructure Levy)
- For leadership and governance consolidation / structure
  - Arts Council England
  - Philanthropic foundations and trusts
- For wider sector support
  - Arts Council England
  - National Lottery Heritage Fund
  - Historic England
  - The Architectural Heritage Fund
  - Private sector partners and investors
  - Developer contributions

### Agree on Implementation Timeline

The recommended initiatives can be implemented in parallel commencing in late 2020 – early 2021, specifically:

#### Town Hall Quarter

- Test the feasibility of repurposing the Town Hall to accommodate the Museum and other cultural uses and updating the Colosseum to increase its utilisation and establish action plan.

#### Cultural Sector Leadership

- Facilitate the establishment of a formalised governance and leadership organisation for cultural sector in Watford.
- Launch a consolidated online platform for Watford culture.
- Create a mechanism for continued community engagement, e.g. regular community meetings, an open online membership network, community surveys.
- Set up data collection and analysis of cultural sector indicators.

#### Wider Cultural Infrastructure Support

- Partner with private and public stakeholders to facilitate increased utilisation of built infrastructure for creative uses, specifically landlords of commercial units; vacant retail units at *intu*; and vacant units at the Watford Market.

More detailed funding sources and an action plan is provided in Section 5.



# 1 Situation analysis

## 1: Market Analysis



## 1.1. Situation analysis: Market Analysis

# Watford: Context

## Introduction

Watford is one of ten districts within the County of Hertfordshire, and Watford town a major regional hub due to its size and location: 17 miles northwest of London, it is **well-connected** by rail, underground and motorway to central London, and within the boundaries of the M25 orbital motorway. The town has always been a hub for business and transport – first founded as a market town on a well-travelled route for traders, it bloomed into a busy regional hub in the early nineteenth century, with the opening of the Grand Union canal in 1814 and the railway in 1837, linking Watford to as far North as Lancashire. By the turn of the twentieth century, the Borough's traditional agricultural base had been replaced by **brewing, milling, paper-making and printing** – so significant that during the mid-twentieth century, Watford was the largest printing centre in the world.

The town's modern-day strengths are built upon on its **heritage in creation and design** – there are over 92 nationally listed buildings in Watford – as well as the location for **major corporate headquarters** from retail, to food and beverage, and the creative industries. **Warner Brothers' Studios** in Leavesden draws upon the heartland of British filmmaking in Herts, and the unique mass of cultural activity within Watford itself.

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For its size, Watford sees **an high number of creative and cultural organisations**, spanning a variety of art forms, attracting audiences from outside the County, and is matched by scores of creatives, artists and makers, who along with the Borough's residents, enjoy the benefits of having both the greenery of Hertfordshire and the bustle of London within reach. Watford still remains a place of commerce and movement – **the intu shopping centre** draws upon the wealthy milieu of South West Herts, encompassing a total of approximately **1.6 million residents** from as far as Luton, attracting the residents of the wealthy boroughs of Buckinghamshire, including Amersham and Beaconsfield. Relative to Hertfordshire, Watford's cultural offer is distinctly contemporary and is a far more urban in nature. Although still verdant with the **190-acre Cassiobury Park** and eleven more 'Green Flag' rated spaces across the Borough, unlike the Roman heritage of St Albans and stately homes such as Hatfield House, Watford can build upon its cultural diversity and excellent cultural education facilities at **West Herts College**, cultivating creative talent that adds to Watford's assets.

In order to further the understanding of market demand for the cultural provision in Watford, the following section analyses demographics of the Borough's population, highlighting its relative affluence, ethnic diversity and high cultural engagement. The scope of local creative and industry specialisation is also mapped out to present possible relationships between the commercial and not-for-profit industries in Watford. In order to predict what future demand may look like following COVID-19, and make recommendations that capture such changes and address the long-term impact of the pandemic, pre-2020 figures on visitation and cultural engagement are updated with new data on cultural consumption during the lockdown, reflective of changing cultural consumer behaviour, and the changing willingness to return to in-person activities.



## 1.1. Situation analysis: Market Analysis

# Watford: Market Analysis

## Key Takeaways

1. Watford is young, ethnically diverse, relatively affluent, and highly educated; sharing many demographical characteristics with London.
2. Cultural and ethnic diversity needs to be represented in Watford's cultural offering, in addition to maintaining access to a significant segment of the population from low-income or deprived communities.
3. National and international corporations headquartered in Watford provide opportunities for commercial support and relationships between for-profit and not-for-profit cultural organisations.
4. Watford's visitor base is mainly domestic and predominantly to visit relatives or friends; as such, the cultural offering ought to prioritise its residents, and those commuting into Watford for work.
5. Cultural engagement has drastically changed in the wake of COVID-19; concerts and theatre performances have been replaced by digital consumption, while heritage sites and green spaces have risen in importance.



## 1.1. Situation analysis: Market Analysis

# Watford: Market demand

## Demographics

### Population: Age and Gender

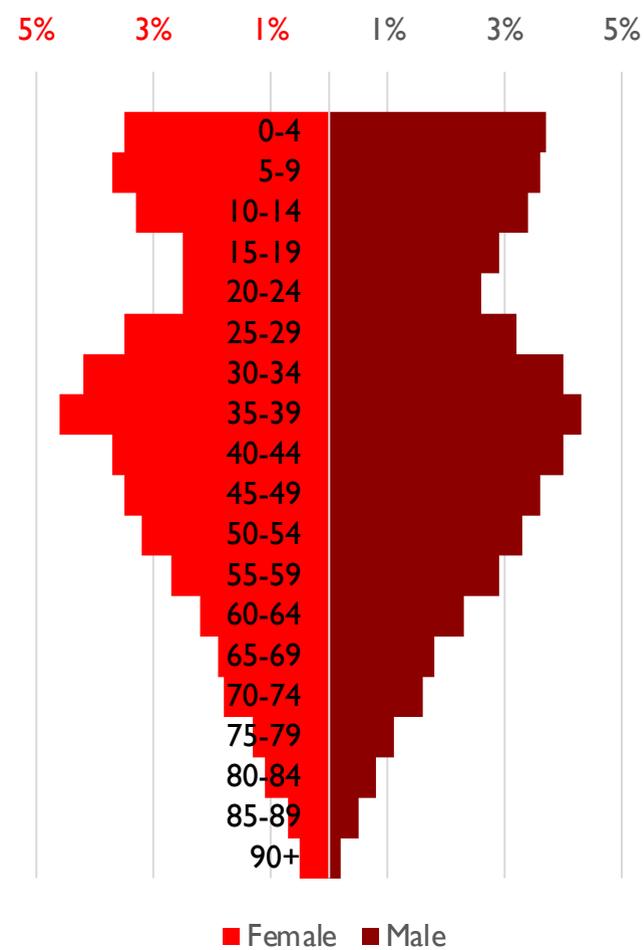
Watford has an estimated total population of **96,767** and is the most densely populated part of Hertfordshire. Current estimates forecast population to grow to **over 105,000 inhabitants by 2025, and 110,000 by 2035**. The split between the registered male and female population is almost exactly even, with no available measurement of the transgender population. The age distribution of the male population is slightly aging in comparison to the female population.

The average age in Watford is **36 years**, four years younger than the national average of 40. The youthful age structure and large working population is the primary reason for the area's rapid growth – 26.5% of the population are between the ages of 0 to 19; and 32.1% of the population are between the ages of 30 to 49. This shows that the **majority of the population is aged under 50, with more under 30s overall than over 50s**.

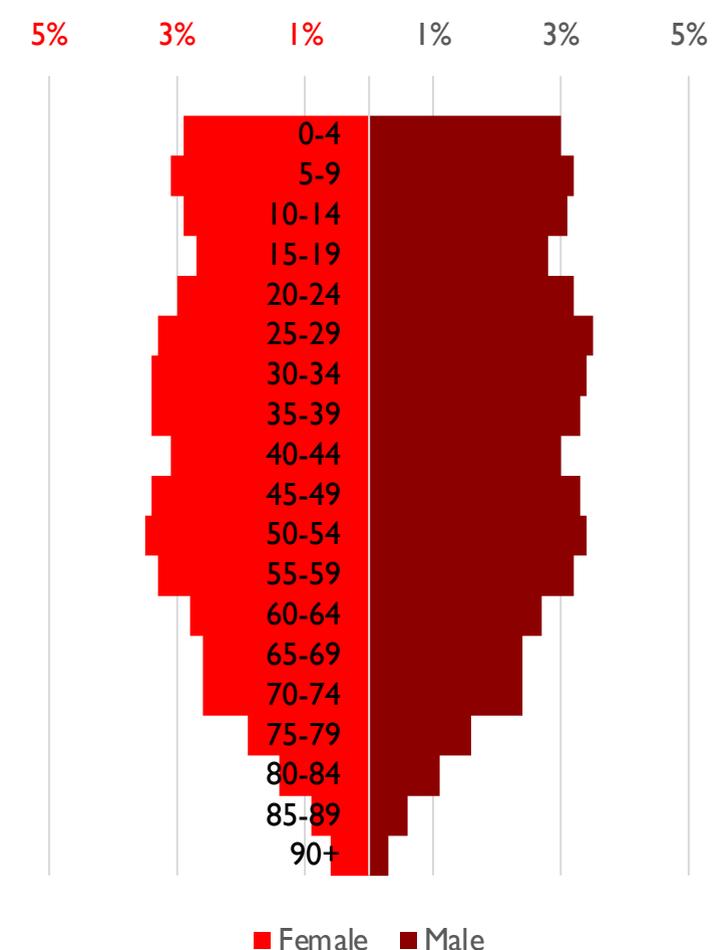
In addition, families and young professionals make up a large proportion of Watford's residents. As of 31 May 2020, there were **40,274 council tax registered households**. Year on year growth in total number of households is predominantly attributed to single person households (44%), and households with dependent children (35%).

As a result, the demand for arts and culture activities, in particular, family entertainment, is significant. Although considered more 'urban' by county standards, Watford's offering has an opportunity to continue addressing and prioritising the Borough's youthful population, both young families, under 20s as well as mobile and affluent young professionals.

Watford Population, mid-2018  
estimates  
(n=96,767)



England Population, mid-2018  
estimates  
(n=55,977,178)



## 1.1. Situation analysis: Market Analysis

# Watford: Market demand

## Demographics

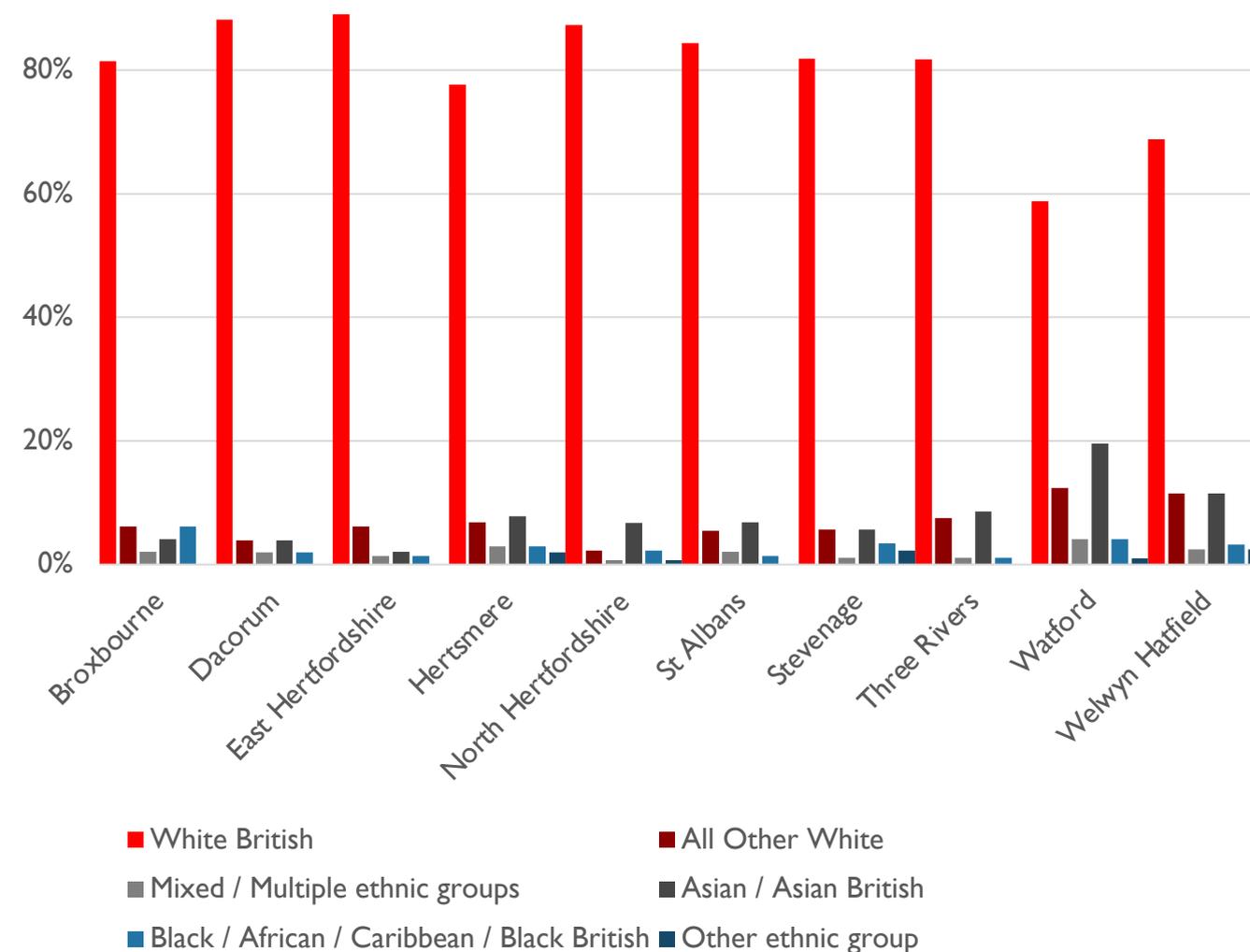
### Population: Ethnicity

A major asset to Watford is its ethnic diversity, as the most ethnically diverse Borough in Hertfordshire. **29% of its population is non-White**, the highest within the County, and also far above the national average of 15%. The 2011 Census recorded a **large Pakistani, British Indian, British Asian and African** resident population in Watford. The most recent ONS estimates from mid-2019 do not measure for the same categories, but confirm that the British Asian population of Watford has increased to around 20% – **greater than any other borough in Hertfordshire, and even London** – which although has a non-White population of 41%, has around the same proportion of British Asians of Watford's total population, 18%.

Watford's diversity is attributable to both recent migrants from **Europe**: Romania and Bulgaria, who were given EU residency rights in 2014, and eight countries that joined the EU in 2004, including Poland, Latvia and Lithuania. Outside of Europe, migration from **South Asia and sub-Saharan Africa** is also significant, which have remained at a similar volume in the last five years. Data from the recent EU Settlement Scheme confirm a high number of residents with citizenship from EU countries – a total of 11,630 applications were made in Watford alone, with significant representation from countries such as Romania, Poland, Portugal and Bulgaria. As such, the languages spoken within the Borough are diverse and growing. While approximately 60% of households speak English, a school survey from 2018 highlighted the significance of **Urdu, Polish and Tamil** as languages spoken at home.

The Borough's diversity needs to be reflected in its cultural provision, both in terms of catering to language needs, as well as being representative of and celebrating the Town's various communities. In addition to one-off celebrations and activities, this diversity can play a crucial role at the heart of cultural leadership and overall programming in Watford's cultural assets, and elevate the work of non-White practitioners, artists and cultural organisations in the Borough.

Population by Ethnic Group (%)



## 1.1. Situation analysis: Market Analysis

# Watford: Market demand

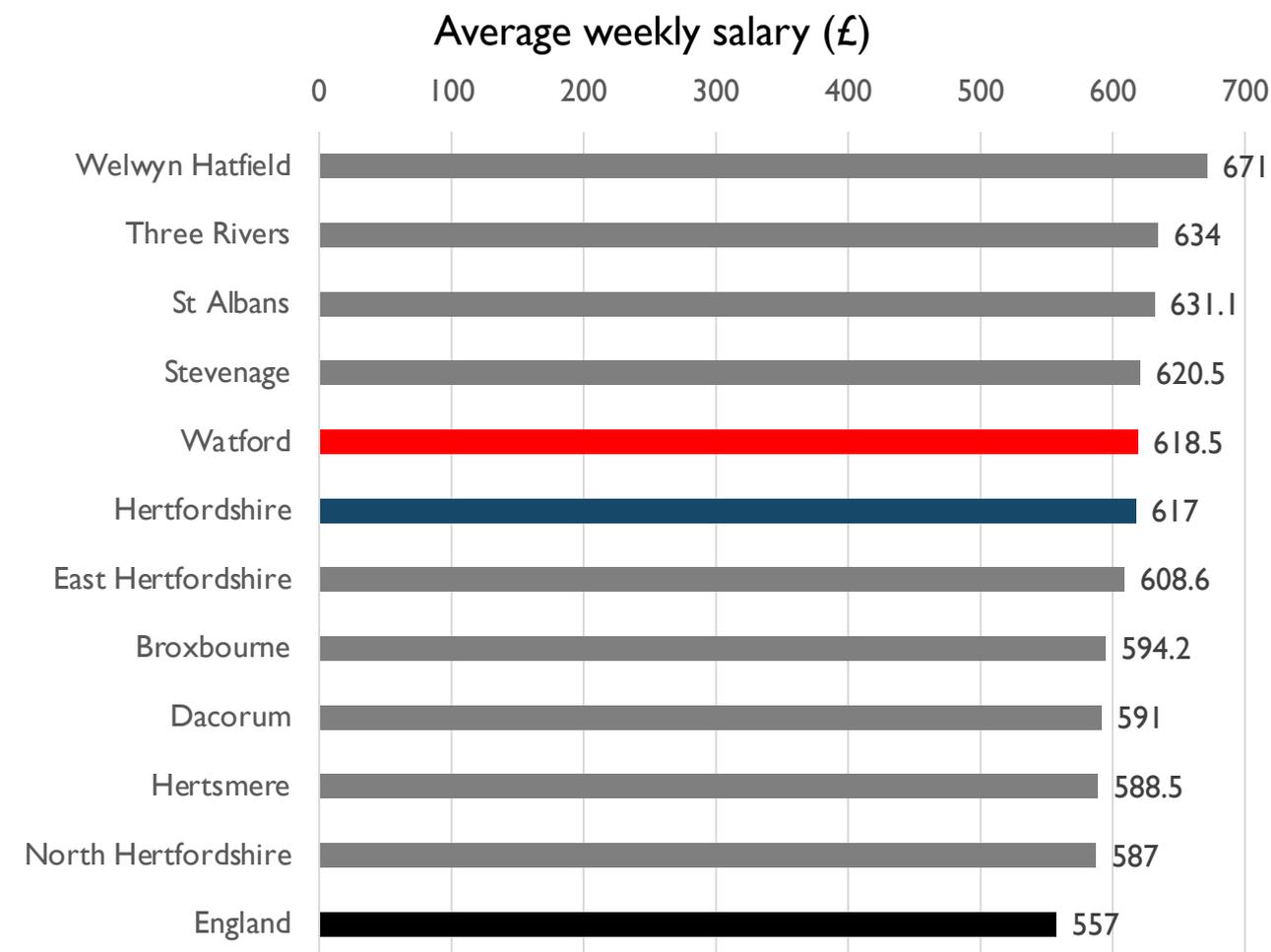
## Demographics

### Population: Wealth & Health

Watford is an affluent Borough by national standards. The Office of National Statistics estimates that the average weekly salary in Watford is **£618.6**, just above **Hertfordshire average of £617**, and **national average of £557**. Neighbouring boroughs also see above national average weekly salaries – Three Rivers, St Albans, and Dacorum within a 15-mile radius. Consumer profiles, such as MOSAIC, confirm that major segments of the Watford population are able and willing to spend on leisure. Largest segments are singles and couples with high occupational mobility (11.9%); urban families with stable incomes (8.7%) and affluent families (8%).

However, Watford also scores below average on several key health and deprivation indicators, such as crime, living environment, education or skills, health and disability. Although the Borough overall is less deprived than over half of authorities in England, it is the third most deprived Authority in Hertfordshire. Within Watford, Central, Holywell and Meriden wards are the third most deprived areas, with **Central the only ward in the top decile of deprivation across the Country**. There is limited detailed information on the average health of the population; the 2011 Census records around 14% of respondents with a disability. Similarly, there is little data on homelessness, with approximately 15 registered statutory homeless in Watford, and 153 households living in temporary accommodation.

The range in socioeconomic circumstance across the Borough is indicative that although a large proportion of residents are able to enjoy the Town's retail and entertainment offer, community programmes and free-to-enter assets and activities remain essential to keeping access even for all communities, and decisions on where to develop additional cultural facilities should take into consideration that the most deprived wards, Central and Holywell, are clustered South of the town centre, while Meriden is on the North-eastern edge of town.



## 1.1. Situation analysis: Market Analysis

# Watford: Market supply Industry Specialisation & Employment

The Borough has been identified as a significant economic driver of the Region – a ‘functional economic market area’ also encompassing **Dacorum, Hertsmere, St Albans and Three Rivers**. The five Boroughs are exceptionally well-connected and are able to capitalise on connections along the M1 growth corridor North to Luton, as well as to London, Central Bedfordshire and Cambridge – Milton Keynes – Oxford. Watford’s main industries are **knowledge-based service industries** – nearly **50%** of the total Borough employment are in these sectors – including **professional services** (14%) and **retail**. Sectors that see an above national average concentration in Watford, measured by having a Location Quotient (LQ) of larger than 1, are **computer-related services and activity** (1.8), **retail** (1.75), **professional services** (1.65) and **telecoms** (1.41).

Retail is the driving force behind Watford’s draw – **65% of expenditure in Three Rivers and 34% in Hertsmere is conducted in Watford**, specifically for less frequently purchased and high value items. Recent years have also seen the development of research and innovation in Watford, with companies drawn to the area’s affordable commercial rents and excellent transport links. This is also reflected in the high number of national and international corporations headquartered in Watford – the opposite table lists the top 21 employers in Watford by annual turnover. In addition to manufacturing and wholesale, there is a strong representation from retail/ hospitality and food and beverage, including **JD Wetherspoon, TK Maxx (TJX UK) and Hilton**.

There is potential for industry to support and develop Watford’s cultural ecosystem. Outside of engagement with the Watford Football Club, the Council might assist in developing relationships between Watford’s cultural sector and commercial sponsors. In addition to the firms listed, there are a number of major corporations located in new office spaces on Clarendon Road, such as **PwC**, and the ongoing development of **Sky Studios Elstree**: both are significant opportunities for partnership.

Top Employers in Watford by total turnover, 2020

	Name	Turnover	Total Employees	Industry
1	Smith & Nephew Plc	3.87bn	18.03k	Manufacture of chemical products
2	TJX UK	3.16bn	20.94k	Retail
3	Costco UK	2.71bn	7.16k	Wholesale
4	Costco Wholesale	2.62bn	7.06k	Wholesale
5	JD Wetherspoon Plc	1.82bn	25.48k	Public houses and bars
6	Wickes Building Supplies Limited	1.29bn	7.92k	Retail
7	Vinci Plc	909.16m	3.55k	Activities of head offices
8	Vinci Construction	904.34m	3.38k	Construction of commercial buildings
10	Premier Lotteries UK	813.4m	1.15k	Non-trading
11	Camelot UK Lotteries Ltd	683.9m	783	Gambling and betting activities
12	CP Holdings Ltd	588.55m	6.96k	Construction of commercial buildings
13	Corona Energy Retail 4 Ltd	572.12m	4	Trade of electricity
14	Medtronic Limited	513.85m	796	Manufacturing of dental instruments and supplies
15	ADM Agriculture Ltd	482.85m	24	Wholesale
16	Hilton Worldwide Manage Ltd	472.85m	30	Hotels
17	Corona Gas Management Ltd	472.16m	4	Wholesale of fuels etc
18	TJX Europe Buying	470.81m	N/A	Business support activities
19	Beko Plc	424.78m	279	Manufacture of electric domestic appliances
20	Kodak Limited	345.36m	194	Other
21	Majestic Wine Warehouses Ltd	302.41m	1.28K	Wholesale of wine etc



## 1.1. Situation analysis: Market Analysis

# Watford: Market supply Creative Industries

There are also a number of for-profit creative industry firms in Watford. Mapping of Companies House registered firms in Watford has found that creative industry sub-sectors represented are IT, software and computer services; film, TV, video, radio and photography; advertising and marketing; and music, performing and visual arts. LQ analysis does not find that the creative industries in Watford (5% of all total registered firms) are more concentrated relative to the national level – in fact, they have decreased from 7% of all registered firms since 2011.

South West Herts has an above national concentration of creative industries firms, affirming that Watford is well-placed to capture the creative workforce from neighbouring areas. The LQ for SW Herts compared to the national average is 1.2, and the sector accounts for around 19,000 jobs – an increase of almost 4,500 since 2012. In particular, Hertsmere and Three Rivers, both hubs of British filmmaking and production, sees a high proportion of transient and project-based workers, but a **lack of creative workspace**.

Watford's resident creative population – brought together by networks such as the **Watford Area Arts Forum** – also benefits from an exceptional creative and arts school, **West Herts College**. An analysis of cultural education provision in Hertfordshire singled out West Herts College as an outstanding provider of education to the area, but underdeveloped links with the wider creative industry. Although there is some provision of placements and evidence of career progression onto co-located creative firms, the College is insufficiently capitalised upon as a cultivator of arts and culture talent in Watford.

As it stands, Watford has as of yet, not prioritised or developed long-term links between the for-profit creative industry and the not-for-profit cultural organisations, including West Herts College, and if new creative workspace is introduced, is also well-positioned to make up for the shortfall in space supply for creative workers within its bounds and neighbouring boroughs.

**Registered and Active Creative Industry (CI) Firms in Watford, September 2020**

Sub-sector	Count	% of CI
Advertising and marketing	111	17%
Architecture	37	6%
Crafts	6	1%
Design: product, graphic and fashion design	52	8%
Film, TV, video, radio and photography	131	20%
IT, software and computer services	176	27%
Publishing	38	6%
Museums, galleries and libraries *	0	0%
Music, performing and visual arts	101	15%
<i>Total</i>	652	

Source: Great Britain Day Visitor Survey, 2016; Tom Fleming Creative Consultancy, Watford Cultural Plan: Action Plan and Needs Assessment, July 2011; South West Herts Economic Study Update, Hatch Regeneris, May 2019; Hertfordshire Growth Board Development Programme, Creative & Screen Industries Business Case Draft, 2020. Table data source: Companies House Data, September 2020. \*Companies House data does not capture Council-owned assets or any firms not registered with Companies House, as a result, zero museums, galleries and libraries are identified.

## 1.1. Situation analysis: Market Analysis

# Watford: Market demand Tourism before COVID-19

Prior to COVID-19, Watford attracted a significant amount of day and overnight visitors. The most recent detailed figures for day visits to Watford from the Great Britain Day Visitor Survey between 2014 and 2016 cite an annual average of **2 million day visits**, contributing a total of £90 million. The same period saw an average of **179,000 domestic overnight trips** to the Borough, generating £29 million over the year. 58% of visits were to see friends and relatives (abbreviated to VFR), in addition to 26% visiting for leisure. Watford only sees some 44,000 visits from overseas – as such, its visitor base is overwhelmingly domestic.

This is **around average** for the County – East Herts sees the highest number of annual visitors, totalling 4.3 million, with Broxbourne only seeing 1.3 million. On the whole, the County is predominantly a VFR destination, drawing over 44% of all visitors across the County. This will likely remain the case while long distance travel is impacted by the pandemic and domestic tourism will be encouraged in lieu of international travel.

### Hertfordshire's Visitor Economy, 2017

Borough	Annual visitors (million)	Annual value (million)
St Albans	2.1	£200
Dacorum	3.4	£269
Watford	2	£269
Three Rivers	3.3	£198
Hertsmere	1.4	£128
North Herts	2.9	£210
Stevenage	1.8	£143
East Herts	4.3	£275
Broxbourne	1.3	£113
Welwyn Hatfield	1.9	£196



## 1.1. Situation analysis: Market Analysis

# Watford: Market demand Cultural Consumption before COVID-19

### Consumer Segmentation

Using the relevant segmentation developed by Audience Agency, the three largest segments of cultural audiences in Watford are:

- **Experience Seekers:** active, diverse, social and ambitious singles and couples who engage with and seek out arts and culture on a regular basis;
- **Commuterland Culturebuffs:** affluent and settled white-collar professionals, they prefer traditional artforms such as heritage, and are also willing to travel and pay for cultural experiences.
- **Dormitory Dependables:** a dependable audience of heritage and mainstream arts and culture activities, but a busy lifestyle or limited access to a diverse cultural offering means that engagement is periodic but not a staple.

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Audience Spectrum segment	Watford		Hertfordshire		Index
	Count	%	Count	%	
Metroculturals	195	0%	15,138	2%	12
Commuterland Culturebuffs	22,339	23%	256,437	27%	84
Experience Seekers	23,337	24%	121,805	13%	186
Dormitory Dependables	18,345	19%	228,332	24%	78
Trips & Treats	7,411	8%	100,697	11%	71
Home & Heritage	5,582	6%	57,739	6%	94
Up Our Street	4,968	5%	34,687	4%	139
Facebook Families	10,997	11%	91,770	10%	116
Kaleidoscope Creativity	2,025	2%	24,493	3%	80
Heydays	2,895	3%	20,012	2%	140
Unclassified	-		-		
Adults 15+ estimate 2017	98,094		951,110		

### Cultural Participation

Cultural engagement in Watford is **relatively high** – attributed to its relatively affluent population, with cultural appetite furthered by easy access to both London and a local cultural offer.

The most recent measurement of participation in Watford by the Audience Agency shows that Watford has an above average level of cultural participation relative to Hertfordshire (which already has above average engagement nationally), with the largest proportion of residents engaging with **theatre (50%)** and **pop/ rock concerts (42%)** – testament to Watford's recognised strengths in the performing arts and the music scene.

Audience Spectrum segment	Watford		Hertfordshire		Index
	Count	%	Count	%	
Art galleries	24,395	32%	299,873	31%	102
Art gallery once a month or more	1,049	1%	10,267	1%	128
Ballet	10,695	14%	121,183	13%	111
Classical concerts	13,609	18%	159,958	17%	107
Comedy shows	20,058	26%	253,320	26%	99
Contemporary dance	8,924	12%	88,499	9%	126
Jazz concerts	11,871	15%	131,902	14%	113
Opera	8,955	12%	100,438	10%	112
Plays	29,374	38%	370,166	38%	99
Popular/rock concert	32,056	42%	404,144	42%	99
Theatre	38,770	50%	486,866	50%	100
Theatre once a month or more	2,176	3%	20,075	2%	136
Adults 15+ estimate 2018	77,061		964,866		



## 1.1. Situation analysis: Market Analysis

# Watford: Market demand

## The impact of COVID-19 on Cultural Consumption

Cultural engagement has shifted dramatically in the aftermath of a nationwide lockdown, with a dramatic uptake in digital provision and consumption of arts and culture, as well as the adaptation to operating with social distancing measures in place. Watford's role as a networked urban commuter town, with a high proportion of employment in service industries has meant that it has been hard-hit by both the health and economic implications of the pandemic. In the UK, it ranks **18th in per capita COVID-19 death rate (6.72 deaths per 10,000 residents), and 34th in total percentage of residents with employment furloughed (13.33% furloughed).**

### Effect on cultural engagement

The most popular activities prior to COVID-19 in the East of England – cinema, theatre and pop and rock concerts – have been replaced by more accessible activities in or near the home - **TV and Radio (86% in July), outdoor exercise (79% in July), and video games (43% in July).** Easing of lockdown measures have also resulted in a steady increase in those engaging with **heritage**, including local history, historic parks, sites, or National Parks, but with continuing **digital consumption of arts and music.** Although the recorded levels of enthusiasm to return to in-person activities has increased (only 18% of respondents would not be comfortable at all, in comparison to 27%), the rising number of cases and local lockdowns will likely have an effect on the willingness to return to arts and culture venues.

### Implications on programming and operations

Changing consumption patterns will also mean that that there will be less international touring exhibitions or productions – these will likely be limited to regional tours, or cut altogether. Corporate hire of venues will also be negligible. In addition, Art Fund's museum sector survey has highlighted that museums will have to rely on, and highlight, the strengths of their existing collections.

Audience Agency have predicted broad behavioural changes for their audience spectrum segments during COVID-19. Focusing on the three largest segments seen in Watford, one might anticipate their cultural consumption habits may reflect the following:

- **Experience Seekers** will be less resistant to changes in format, such as streaming. The social aspect of cultural engagement will likely be a key driver for a faster return to in-person experiences.
- **Commuterland Culturebuffs** will have made use of heritage offerings during the past few months – many are National Trust and English Heritage members and are usually frequent attenders of traditional cultural organisations.
- **Dormitory Dependables** will have also been frequent visitors to outdoor heritage sites, and are likely keen to see Christmas pantomimes return in the winter.

### Participation, East of England (pre COVID-19)

Cultural Activity	At least once in the last 12 months
Art galleries	28%
Classical concerts	15%
Comedy	25%
Contemporary dance	9%
Jazz	9%
Plays	35%
Pop/ rock concerts	38%
Theatre	49%
Museums	30%
Archaeological sites	7%
Stately homes	21%
Cinema	79%

### Participation, East of England (May-July 2020)

Cultural Activity	May	June	July
Arts/ music online	45%	39%	36%
Creative activities at home	52%	46%	41%
Video games	44%	42%	43%
Heritage	27%	26%	36%
Outdoor exercise	73%	71%	79%
TV/ Radio	89%	92%	86%
Not comfortable at all	27%	16%	18%



# 1. Situation analysis

## ■ 2: Cultural provision in Watford



## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Cultural Sector Analysis

## Observed strengths and limitations

Our analysis of the current cultural provision in Watford identified a number of strengths – assets and activities contributing to the vibrancy of Watford’s cultural sector, and some limitations – factors that are seen as constraints to further growth of the sector. Some of these can be addressed with specific initiatives (discussed in sections 3 and 4 of this report), others are larger ‘environmental’ issues that need to be taken into account when considering priorities for Watford’s cultural ecosystem.

This section discusses Watford’s cultural assets and provides, level of demand (attendance) at key venues, and gives an overview of existing cultural infrastructure to inform the analysis of gaps and issues in provision, together with the results of consultation and review of WBC and individual organisations’ strategies and materials.

Strengths	Limitations
<ul style="list-style-type: none"><li>▪ Active cultural and creative sector comprising diverse art forms, organisations and initiatives, particularly for a town and borough of its size;</li><li>▪ ‘Anchor’ cultural and creative organisations and venues of regional and national recognition including Warner Bros. Leavesden, BBC Concert Orchestra, Watford Palace Theatre, Rifco Theatre, Electric Umbrella and tiata fahodzi;</li><li>▪ Strong existing networks for cultural organisations (Cultural Leaders Group) and amateur and freelance artists, writers, makers and musicians (Cultural Forum, Watford Area Arts Forum);</li><li>▪ Provision of local cultural education programmes and facilities by West Herts College;</li><li>▪ Local council championing culture and creativity in Watford through funding, events and other support;</li><li>▪ Strong home-grown and community organisations and initiatives including Watford Recycling Arts Project (WRAP), The Pump House, Watford Museum, Herts Inclusive Theatre, Fringe Festival, and Imagine Watford;</li><li>▪ History and heritage centred around trade, printing, brewing, built infrastructure and Watford Football Club;</li><li>▪ Library service serving nearly 10,000 of active borrowers and delivering events and programmes including active reading groups;</li><li>▪ Significant visitor economy supported by Watford Football Club and Warner Bros. studio tour;</li><li>▪ Connectivity and location providing easy access to London and the countryside.</li></ul>	<ul style="list-style-type: none"><li>▪ Proximity to London creates competition with London’s cultural and tourism offerings;</li><li>▪ Limited wayfinding, design intervention or landmarks within the town centre make it difficult to navigate, especially for tourists;</li><li>▪ Lack of cohesive branding and messaging to promote the richness of Watford’s cultural offer;</li><li>▪ A411 ring road impacts public realm and limits expansion of the high street to the north and south;</li><li>▪ Town centre focused on commercial uses and dominated by <i>intu</i> shopping centre.</li></ul>

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## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Context

## Arts & culture in Watford

### Arts & Cultural Assets

Watford has number of cultural organisations and infrastructure that span diverse art forms. The Council operates heritage and civic assets: the local **Watford Museum, the Town Hall**, as well as the green spaces and facilities within them, such as **Cheslyn House and Gardens, Cassiobury Park** and various sports facilities. There are three professional producing theatres that are all nationally well-regarded and Arts Council England portfolio organisations – the **Palace Theatre, tiata fahodzi and Rifco Theatre**, as well as the **Colosseum**, a large commercial-hire venue with a seated capacity of 1,392. **Watford Central and North Watford Libraries** are owned and operated by Hertfordshire County Council. In addition, there are at least four small music venues in pubs and cafés across the town centre, as well a nightclub and bar operated by national chains **The Deltic Group** and **Stonegate Pub Company**.

There is good educational provision in the area, with two partially selective grammar schools as well as a campus of **West Herts College**, which provides creative higher education courses. Grassroots creative activity and community programmes are also well-developed at the Palace Theatre and the Pump House, in addition to the **West Herts Inclusive Theatre**, which is located at the **Holywell Community Centre**, home to a number of civic and creative charities.

Throughout the year, Council-run **BIG EVENTS** bring festivals and events to the town, while the Palace Theatre's **IMAGINE WATFORD** festival of outdoor arts commissions new work that reflects and cultivates contemporary British arts and culture.

**Watford Football Club** and the **Warner Bros. Studios** at Leavesden draw a large proportion of visitors to the Town; however, **audience overlap is minimal** with the town centre's retail and leisure offering.

The following pages provide a short overview of known organisations and cultural infrastructure in Watford, and a list of mapped organisations by type.

**Amanartis:** Recently redeveloped creative workspace and studios founded by Amma Gyan in the Council-owned Old Free School building.

**Electric Umbrella:** Founded in 2013 by Tom Billington and Mel Boda, it leads music sessions to empower those with learning disabilities, serving communities across South West Herts.

**Fire (Brigade) Museum:** Based in the Watford Fire Station, the museum exhibits a selection of items related to Watford's fire service and memorabilia.

**Herts Inclusive Theatre:** An inclusive theatre company located at the Holywell Community Centre, it hosts workshops open to all, as well as family arts activities and other community projects.

**Holywell Community Centre:** Located near the King George V Playing Fields, the land is owned by the Council and is currently operated by Watford and Three Rivers Trust.

**Music and nightlife:** There are a number of bars and small music venues in the town – pubs such as the White Lion and the Horns, indie LP Café, as well as the 2,000-capacity Pryzm nightclub. Much of the nightlife is clustered around the Northern area of Watford town centre.

**Other educational facilities:** Other notable schools are the Watford Grammar Schools for Boys and Girls and the Watford School of Music. Both partially selective grammar schools partner with the music school to offer music teaching to its students. Watford School of Music is also one of the 13 music centres provided by the Hertfordshire Music Service. The Dan Tien, a dance school, is also located in the town centre.

**Parks and open spaces:** Watford has a number of green spaces, twelve of which have been awarded Green Flag status. This includes the 190-acre Cassiobury Park, the location of the Henry Colbeck-designed Cheslyn House & Gardens, and Oxhey Park, which has recently undergone redevelopment to provide new sports and leisure facilities as well as the creation of wetland.



## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Context

## Arts & culture in Watford

**Places of worship:** These include the Holy Rood Church, St Mary's Church, Watford Central Mosque and Al Zahra Centre.

**Pump House Theatre & Arts Centre:** Watford's former water pump station, converted in the 1970s into a theatre and volunteer-run community arts centre. It is now the home and venue of a vibrant cohort of artists, small touring companies and local arts societies.

**The Barn:** A multipurpose community venue, the Barn is operated by Watford and Three Rivers Trust, and is located in the Town Centre, directly opposite the Palace Theatre.

**The Harry Potter Experience:** Located at Warner Bros. Studio Leavesden, an experience and studio tour of the Harry Potter Film Series. While it was at one point the most visited paid attraction in the UK, the studios have not much interest in further engagement with the town and apart from the inclusion of a stop at the town centre on their hop-on/off bus.

**tiata fahodzi:** An ACE portfolio organisation established in 1997, it is a theatre company for and about the British African-heritage communities, and an important platform and voice for Black theatre in the UK. (The company was located at The Barn and moved out in the course of the 2020 lockdown. It may continue its collaboration with the Watford Palace Theatre as it returns to rehearsals and live shows in 2021).

**Watford Central Library and North Watford Library:** Two public libraries located in the centre and North end of the town, owned and operated by the Hertfordshire County Council. The Central location features a specialist workspace, CreatorSpace, with digital and technical equipment for hire.

**Watford Colosseum:** A 1,268-seat historic concert and events venue, its shoebox hall has renowned acoustics and is also the home of one of the best Compton organs in the country. The Colosseum is used by the BBC Concert Orchestra for rehearsals, recordings, and occasional performances.

**Watford Football Club:** Home of English professional football club, and frequent sponsor of Watford events.

**Watford Leisure Centre – Central & Woodside:** Leisure and sports centres with facilities such as gym, dance studio, swimming pools, operated by Everyone Active and managed in partnership with the Council.

**Watford Museum:** Housed in a Grade II listed building in the former Benskin's Brewery complex, the Museum opened in its current site in 1981, and exhibits a selection of local history materials and materials relating to the town's football club. The building requires significant modernisation and work to meet accessibility, display, and storage requirements, with the majority of its 35,000-item collection in storage facilities that can be improved.

**Watford Palace Theatre:** Arts Council England portfolio producing theatre, with a Creative Associate programme and well-regarded youth and community theatre groups. Its Resident Partner company, Rifco Theatre, also an ACE portfolio organisation, is a touring company that produces plays and musicals embedded in and celebrating the British Asian contemporary experience.

**West Herts College:** Watford's campus of West Herts College, providing full-time courses and apprenticeships. Its cultural educational provision is strong, and it also has brand new facilities for hire.

The **Visit Watford** initiative and website promotes Watford's leisure amenities – the website sees over 2,050 unique views, and has a total of 3,452 social media followers.

Additionally, Hertfordshire County Council operates **Creative Herts**, a website for all creative firms and organisations in the County and its current Herts Year of Culture, however Creative Herts is underused and does not have much buy-in, with issues around quality management of listings. Reports have indicated there is a preference to have a more curated directory that also includes grassroots organisations and venues.



## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Context

## Arts & culture in Watford

The next two pages provide a tabulated list of arts and cultural assets in Watford, sorted by art form or type – the data used to inform the analysis of current cultural provision in Watford, alongside wider materials review, desk research, and consultation conducted by AEA in August-September 2020.

Art form	Name	Description	Owner	Operator	Size (sq m)	Capacity
Arts & Culture Organisations	Rifco Theatre	British-Asian producing theatre company	Rifco Theatre	Rifco Theatre		
Arts & Culture Organisations	Tiata Fahodzi	British-African theatre company	Tiata Fahodzi	Tiata Fahodzi		
Arts & Culture Organisations	Electric Umbrella	Charity for musical empowerment of those	Electric Umbrella	Electric Umbrella		
Arts & Culture Organisations	Herts Inclusive Theatre	Inclusive theatre company in SW Herts				
Civic	Town Hall: Large	Town Hall, offices of Watford Borough Council	Watford Borough Council	Watford Borough Council	N/A	170
Civic	Town Hall: Small				N/A	40
Civic	Watford Central Library	Public library	Hertfordshire County Council	Hertfordshire County Council	1437	N/A
Civic	North Watford Library	Public library	Hertfordshire County Council	Hertfordshire County Council	715	N/A
Civic	Holywell Community Centre	Community centre and multipurpose venue	Watford Borough Council	Watford and Three Rivers Trust	N/A	N/A
Civic	The Barn: Hall	Multipurpose community venue	Watford and Three Rivers Trust	Watford and Three Rivers Trust	N/A	80
Creative working space	Amanartis	Creative co-working space	Watford Borough Council	Amanartis	N/A	N/A
Cultural education/ Education	West Herts College	Local campus of cultural education college	West Herts College	West Herts College	4,400	N/A
Cultural education/ Education	West Herts College: Rehearsal and Dance Studio		West Herts College	West Herts College	N/A	N/A
Cultural education/ Education	West Herts College: Theatre		West Herts College	West Herts College	N/A	120
Cultural education/ Education	The Dan Tien	Dance school	The Dan Tien	Harebreaks Community Hub	N/A	N/A
Cultural education/ Education	Para Dance	Inclusive dance organisation	Para Dance	Para Dance	N/A	N/A
Cultural education/ Education	Watford Grammar School for Boys: Concert Hall	Grammar school for boys aged 11-18	Watford Grammar School for Boys	Watford Grammar School for Boys	N/A	270/372
Cultural education/ Education	Watford School of Music	Music school part of Herts Music Service	Hertfordshire Music Service	Hertfordshire Music Service	2,040	
Cultural education/ Education	Watford Grammar School for Girls	Grammar school for over girls aged 11-18	Watford Grammar School for Girls	Watford Grammar School for Girls		
Entertainment	The Harry Potter Experience	Warner Bros Studio attraction	Warner Brothers Studios	Warner Brothers Studios	50,000	N/A
Heritage & Museums	Watford Museum	Local history museum	Watford Borough Council	Watford Borough Council	782	500
Heritage & Museums	Watford Museum: Space 2 Gallery (with reception and café)	Temporary exhibition space	Watford Borough Council	Watford Borough Council	77	N/A
Heritage & Museums	Fire (Brigade Museum)	Museum about Watford Fire Brigade	Watford Borough Council	Watford Borough Council	N/A	N/A



## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Context

## Arts & culture in Watford

Tabulated list of arts and cultural assets in Watford, sorted by art form or type (cont.)

Art form	Name	Description	Owner	Operator	Size (sq m)	Capacity
Heritage & Museums	Cheslyn House and Gardens, with gallery exhibition space	Henry Colbeck house and 3.5 acre gardens	Watford Borough Council	Watford Borough Council	14,164	N/A
Music & Nightlife	The White Lion	Pub and small music venue	Ei Group	White Lion Watford	N/A	N/A
Music & Nightlife	O'Neills	Pub and small music venue	Mitchells & Butlers	O'Neills	N/A	N/A
Music & Nightlife	The Horns	Pub and small music venue	Ei Group	The Horns Watford	N/A	200
Music & Nightlife	LP Café	Independent café and small music venue	n/a	LP Café	N/A	N/A
Music & Nightlife	Walkabout	Bar and venue	n/a	Stonegate Pub Company	N/A	N/A
Music & Nightlife	Pryzm	Nightclub and venue	The Deltic Group/ Pryzm	The Deltic Group	N/A	2,500
Parks and open spaces	Cassiobury Park	190-acre park	Watford Borough Council	Watford Borough Council	768,903	N/A
Parks and open spaces	River Gade	-	Watford Borough Council	Watford Borough Council	N/A	N/A
Parks and open spaces	River Colne	-	Watford Borough Council	Watford Borough Council	N/A	N/A
Performing Arts	Watford Palace Theatre: Auditorium	Theatre	Watford Borough Council	Watford Palace Theatre	N/A	595
Performing Arts	Watford Palace Theatre: Rehearsal Studio	-	Watford Borough Council	Watford Palace Theatre	50	N/A
Performing Arts	Pump House Theatre & Arts Centre	Performing arts community centre	Watford Borough Council	Watford Borough Council	170	124
Performing Arts	Pump House: Rehearsal Studio	-	Watford Borough Council	Watford Borough Council	80	N/A
Performing Arts	Colosseum: Main Hall	Commercial theatre and venue	Watford Borough Council	HQ Theatres	949	1,392
Place of worship	Holy Rood Church	Roman Catholic Parish church	n/a	n/a		
Place of worship	St Mary's Church	Anglican church	n/a	n/a		
Place of worship	Watford Central Mosque	20th century mosque	Watford Mosque Association	Watford Mosque Association		
Place of worship	Al Zahra Centre	Shi'a mosque	Al Zahra Centre	Al Zhara Centre		
Sport & leisure facilities	Watford Football Club	Stadium and home of Watford FC	Watford Football Club	Watford Football Club	N/A	22,200
Sport & leisure facilities	Watford Leisure Centre - Central & Woodside	Fitness and leisure centre	Everyone Active	Everyone Active	N/A	N/A



## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Context

## Arts & culture in Hertfordshire

### Recent Cultural Infrastructure

A number of new cultural facilities with provision for **visual arts galleries and creative work space (including maker studios and rehearsal studios)** have opened in the County in the previous year, but are largely concentrated in St Albans and are not well-distributed across South West Herts. A shortlist of relevant projects across the County is outlined below – the opening of such facilities in Watford itself would benefit both the Borough’s residents and neighbouring towns with low to little provision of such spaces. In addition, the identification of a number of creatives living around the M25 ‘banana’ would also likely benefit from these additional spaces.

Type	Name	Description	Distance	Size (sq m)	Capacity
Gallery space	Reveley Lodge/ Stables Gallery	New purpose built gallery space in old stables	3.6 mi	N/A	N/A
Gallery space	St Albans Museum + Gallery	Extension and refurbishment	8.7 mi	N/A	400
Creative co-working space	St Albans BubbleHUB	Co-working space	10.7 mi	N/A	
Makers' studios	Potten Farm Studios	Studios located on equestrian grounds	5.2 mi	Individual studios: 11.4	N/A
Rehearsal studios	Bircherley Green development	Planned commercial and residential development	25.3 mi	270	N/A



## 1.2. Situation analysis: Cultural provision in Watford

# Watford: Context

## Attendance at key cultural venues

### Watford Museum

In 2017-2018 Watford Museum saw total visitor numbers of **11,075**. Major audience segments are **school groups**, as well as **independent adults and families**. Evidence from consultation suggests museum draws from **diverse audience groups** both in terms of ethnic origin and age. There is potential to draw a higher number of visitors from the museum's catchment area of a twenty to forty minute travel time, encompassing almost 9 million residents.

In comparison to a cohort of regional benchmarks – Hertford Museum, St Albans Museum & Gallery, Stevenage Museum, Bishop's Stortford Museum, Bucks County Museum, Wardown House and Bushey Museum – Watford Museum's attendance is **54% below the median value** (see Appendix F for benchmark data). Stevenage Museum is most directly comparable as the only museum of the three not to have undergone a Heritage Lottery Fund (HLF) redevelopment project. Although the museum is similarly located on an inaccessible side of a busy major road, it still sees **almost twice as many annual visitors** as Watford Museum (18,780).

The Museum is located on the Lower High Street in Watford Central. The museum's outreach work is significant – audience consultation from the HLF's Phase 1 evaluation report found that **84% of consultees**, both current and non-visitors, considered the museum to be **important to the local community** as well as a social hub.

### Watford Palace Theatre and Pump House

In 2018-2019, the Palace Theatre sold **49,187** tickets, a slight decline from the previous year. There is no reliable total attendance figure available for the Pump House, although they estimate around a total of **16,000 participants** for the year across all activities.

The Palace Theatre's audience base is **overwhelmingly White**, at 88% of all audience members, with 6% Asian audience members, 2% Black audience members and 4% other non-White audience members. Relative to Watford's ethnic diversity, these figures show disproportionately low attendance by ethnically diverse audiences. There are no data for either the Palace Theatre or Pump House to indicate where their audience members reside, but it is understood that the Palace Theatre's audience base travel from outside of the area, while the Pump House's audience is more embedded in the Borough and town.

### Watford Colosseum

In 2019, the Colosseum sold **70,000 tickets** across genres such as comedy, ballet, music as well as for commercial events such as functions and sporting events.

The majority (40%) of the Colosseum's visitor base draws from **beyond Watford** and the neighbouring boroughs of Rickmansworth, Oxhey, Bushey, Abbots Langley, with a **6% draw from London**. The majority of tickets are sold as full-price/ adult tickets, with only a small proportion for schools or families.



# 1. Situation analysis

## ■ 3: Identified Gaps and Issues



### 1.3. Situation analysis: Identified gaps and issues

## Gaps in cultural infrastructure provision in Watford

### Identified gaps in provision of built infrastructure for cultural activities

Our analysis of the current state of Watford's cultural provision identified some gaps in the provision of built infrastructure to accommodate cultural production, training, and presentation.

#### Insufficient provision of creative workspace

Apart from recently opened Amanartis (with space for four small studios) and the provision of equipment for rent at the central library, we have not identified other spaces dedicated to creative work, e.g. arts and crafts making. Watford has some commercial office space for rent but it is unlikely to be affordable or attractive to creative professionals (or amateurs). This appears to be a gap when compared to other towns where initiatives have been launched to expand provision of creative workspace by repurposing existing building into artist and maker studios and creative coworking spaces.

#### Cultural infrastructure in need of improvement and renovation

Watford Museum's current building is in need of renovation and the exhibition displays would benefit from being refreshed. Other buildings, including The Watford Palace Theatre and Watford Colosseum, require some refurbishment.

The Pump House building is in need of renovation and modernisation to make it fully accessible. It also requires greater and more accessible provision of parking space (which it could share with the nearby Watford Museum).

#### Uneven utilisation of built cultural infrastructure

A review of programme activities and results of consultation undertaken for this exercise suggest that the Watford Colosseum is largely empty during daytime and there may be scope for greater utilisation of the other facilities in town to activate them in off-peak times.

#### Need for rehearsal and studio performing arts space

Rehearsal and small studio space is required for professional, amateur, and creative learning uses – a facility (or multiple facilities) for use by The Watford Palace Theatre, Pump House Theatre, Dan Tien, and performing arts and music organisations and groups in the area.

#### Exhibition / gallery space

There is limited provision in Watford to present visual art, especially group exhibitions, sculpture works, or large-scale art. Occasional exhibitions have been put on at the temporary exhibitions room at the Watford Museum and some of the historic houses across Watford with limited floor space.

#### Storage and scenic workshop space

The performing arts organisations in Watford are currently missing a (shared) facility to make and store set and costume design objects. This imposes restrictions on what can be manufactured and stored in Watford for use across Watford performing arts venues.

#### Public realm, wayfinding, and outdoor social & event space

Where some initiatives (e.g. Heritage Trail) are already addressing certain issues with the design of public realm in Watford, there is a need for further improvements for the town's pedestrian areas; addition of welcoming public plazas and outdoor gathering spaces; provision of accessible spaces.



### 1.3. Situation analysis: Identified gaps and issues

## Wider cultural sector issues

### Identified cultural leadership, communications, representation, and sector support issues

Some sector-wide issues related to the strategic oversights, communication between Watford's cultural players and of Watford's cultural offer to its audiences; and measures required to support independent and grass-roots artists and activities.

#### Need for consistent strategic and programmatic oversight

- While the Council and key stakeholder in Watford are proactive about supporting and developing the cultural sector in town, there is currently limited coordination between various activities on strategic and planning level. The approach to the development of infrastructure could also benefit from greater coordination.

#### Need for greater engagement with local private and corporate sector

Limited evidence of the cultural sector engagement with:

- Local businesses and locally based business community of multinational firms
- Employees of local businesses
- Partnerships with WFC; Warner Bros.; or other large entertainment, education, and sports companies

#### 'Fuzzy' brand and communications

- Need for improved cohesion in communicating Watford's strengths, its brand as a town, and its cultural offer

#### Need for representation of diverse organisations and community in cultural leadership and programmatic oversight

- Certain arts groups and organisations expressed the need for involvement in decision-making and sector-wide forums. Without this there is a risk of these groups feeling underappreciated and unrecognised and not fully connected to Watford; the town would miss out on a rich seam of cultural, creative and artistic talent, enthusiasm, and commitment. Going forward Watford would benefit from making sure these organisations are more frequently and genuinely engaged in setting the agenda for the cultural sector in Watford.
- This should include greater representation of Watford's diverse community (in terms of race, age, socio-economic background, etc.) across cultural sector leadership groups and networks.
- **Lack of centralised marketing and information platform for Watford's cultural offer**
- While Visit Watford offers some consolidation of information on 'what's on' in Watford, it is not comprehensive and is aimed at visitors rather than residents. There is no town-wide platform or information source focusing on cultural sector and its preoccupations that could also encourage greater cooperation and networking within the sector.

#### No current schemes or mechanisms to support independent Watford music and night-time venues and providers

- COVID-19 has had a devastating effect on the local music and nightlife economy and those employed by local music venues and night clubs (hospitality staff and contracted artists). Some have been able to access grants – both national and local – but this sector will need further consideration both during the pandemic and as the country bounces back from restrictions.



# 2. Case studies

## ■ Key learnings



## 2. Case studies

# Summary

## Mission, governance, core activities, and funding sources

We have analysed the following six case studies of local initiatives and entities driving cultural development in individual boroughs and cities to inform our analysis of emerging options and recommendations for Watford's cultural sector. They were selected to represent diverse approaches of governance, infrastructure provision, activities and funding. The following page summarises key learnings relevant to the issues observed in Watford. Detailed cases studies can be found in Appendix H (page 101).

Name	Location	Core Mission	Governance	Infrastructure	Core Activities	Funding Sources
<b>Creative Folkestone</b>	Kent, England	Production-led regeneration	Independent charity	Work/live space; Multi-arts centre; Digital hub Online	Property; Public art; Festivals & events; Arts centre operations; Learning & engagement	Rental income; Grants; Donations & legacies; Programme income; Trading & Investments
<b>Culture Mile</b>	London, England	Create a cultural destination	Local authority initiative	Partner organisations; Network; Online	Programming; Community engagement; Learning; Network & partnerships; Public realm; Advocacy & research	Local Authority
<b>Fife Cultural Trust (ONFife)</b>	Fife, Scotland	Enriching cultural provision in Fife	Council-led	Libraries and Archives; Museums; Galleries; Venues; Online	Programming; Community engagement; Network & partnerships; Venue operation	Local Authority; Trading & Investments
<b>Newcastle Gateshead Cultural Venues</b>	Newcastle, England	Enhance collaboration of cultural venues and overall cultural sector	Voluntary membership	Gallery; Arts centres; Museums & archives; Theatres & cinema; Online	Investment in infrastructure and skills; Audience development and engagement ; Inter-organisational efficiency; Research and innovation; Advocacy	Member organisations; Project based funding
<b>Sunderland Culture</b>	Sunderland, England	Culture-led regeneration and community cohesion	Independent charity	Museums; Galleries; Performing arts centre; Online	Programming; Community engagement; Venue operation; Infrastructure development	Core founders: University, City Council, Sunderland MAC Trust ACE and NHLF; Grants; Programme income
<b>Waltham Forest (Borough of Culture 2019)</b>	London, England	Bring people together and boost cultural sector	Council-led	Museum; Galleries; Event spaces; Co-working spaces; Online	Events & festivals; Grant-making; Infrastructure improvement & development; Learning & education; Support & mentorship	GLA funding; Grants; Corporate sponsorship; Local council



# Key Learnings

## Page 1 of 2

### Provision of built infrastructure and cultural activities

**Taking the inside out' by bringing cultural activities to the public realm:** taking cultural activities outside of their traditional setting, particularly into the public realm and other unexpected places (pubs, shops, heritage sites, etc.), can increase impact especially among audiences with historically low engagement. Outdoor programming and festivals can also encourage greater collaboration between cultural organisations.

**'Hyper-local' cultural activities:** similarly, bringing cultural activities from their traditional centres into local communities can help to drive accessibility and engagement among new audiences.

**Flexible use of existing infrastructure:** existing community centres, shop fronts, vacant properties, etc. can be re-purposed to enable new temporary cultural interventions, filling gaps in built infrastructure in a way which is low-cost and adaptive to changes in demand.

**'Always on' calendar of activity:** cultural events and activities should be staggered throughout the year to keep momentum and maintain brand awareness and relevancy. While activities will vary significantly in scope and scale, consistency will have an impact on the overall perception of residents and visitors.

### Cultural leadership, communications, representation, and sector support (contd. on next page)

**Representative and expert leadership in decision-making and strategic oversight for the local cultural sector:** strong leadership from boards and governance bodies in decision-making roles is required to represent the collective interests of the cultural sector rather than individual partners. To encourage this, governance structures should be broadly based and representative of the cultural sector.

**Diversified funding through an independent charity for city-wide cultural initiatives and infrastructure:** an umbrella organisation (such as Creative Folkestone, Sunderland Culture, Fife Cultural Trust) can access funding aimed at city-wide delivery that may otherwise be unavailable to individual organisations or the local authority – including grants and donations.

**Wide breadth and scope of membership organisations for deeper collaboration:** an umbrella organisation that encompasses a diverse range of venues – size, art form, programming – but with a cohesive set of clear aims will encourage natural collaboration over competition.

**Digital a required component of infrastructure offer:** all case studies include some form of digital component bringing the diversity of the local cultural together for the benefits of its current prospective audiences. Online resources include maps of key venues, directory of organisations and creatives, calendar of events, centralized ticketing, volunteering opportunities, job vacancies, public art and heritage trails, advertisements for vacant studios and creative workspaces, networks and community events, news and developments, annual reports and research.



# Key Learnings

## Page 2 of 2

Cultural leadership, communications, representation, and sector support

**Cohesive branding and communications:** clear and consistent branding and messaging across physical and digital realms is essential. A single platform for multiple venues and users offers ease of access for audiences and allows for marketing, sales, and data management coordination between local venues.

**Shared services across venues can create efficiencies and cost savings:** a centralised structure to oversee functions such as fundraising, marketing and programming, can improve oversight for programmes and venues, identifying opportunities for collaboration and consolidation.

**Strategic alliances with key stakeholders to consolidate cultural programmes and infrastructure:** partnerships between the local council, key stakeholders and anchor institutions (e.g. universities, trusts) are required for consolidation of resources and venues that are not in the council's ownership.

**Cross-sector partnerships:** furthermore, developing relationships outside of the cultural sector (in business, retail, travel, hospitality, etc.) is vital to developing a holistic destination strategy and maximizing the potential for impact and engagement. For example, promoting cultural activities in local hotels and travel hubs.

**Community engagement:** regular communications with residents and workers to understand their needs helps to build interest and commitment to cultural activity. Involving local people in programme development and governance allows their voices to be heard and represented – not only the interests of prospective residents and visitors, but existing ones too.

**Data collection and evaluation:** tracking key performance data enables evaluation against objectives and incremental improvement of programmes and delivery over time. It also enables impact assessments and communication with wider stakeholders.

To date, these examples of municipal initiatives – specifically those providing oversight and management of local cultural assets through a formalized entity – have been resilient in facing the impacts of COVID-19 and national lockdown. Such resilience largely depends on the strength of their funding mix, i.e. not being reliant on sole income source (e.g. local authority) and ability to adopt programmes and venues to new public health and safety requirements to continue operations onsite and online.



# 3. Emerging options



### 3. Emerging options

## Options for Consideration

On the following pages we summarise the nine options for the support, consolidation, and advancement of the cultural sector in Watford, analysing their respective pros and cons.

These options were developed based on the WBC's brief, the 2018-2025 Cultural Strategy, gaps and issues identified through research and consultation completed by AEA in August-September 2020.

1. The proposed development of a physical 'Town Hall Quarter' in the north of the town centre;
2. The refurbishment or relocation of Watford Museum;
3. Strategic oversight of cultural sector in Watford, including a unified brand and communications platform for Watford's cultural sector, and shared services for cultural organisations;
4. COVID-19 cultural sector support;
5. Improvements to existing cultural infrastructure;
6. Provision of new cultural facilities, including rehearsal/studio space for theatre and dance, creative workspaces, and exhibition/gallery space;
7. Physical consolidation of cultural assets around main hubs of activity in the town centre.



Photo by © Simon Jacobs, Watford Observer.

### 3. Emerging options

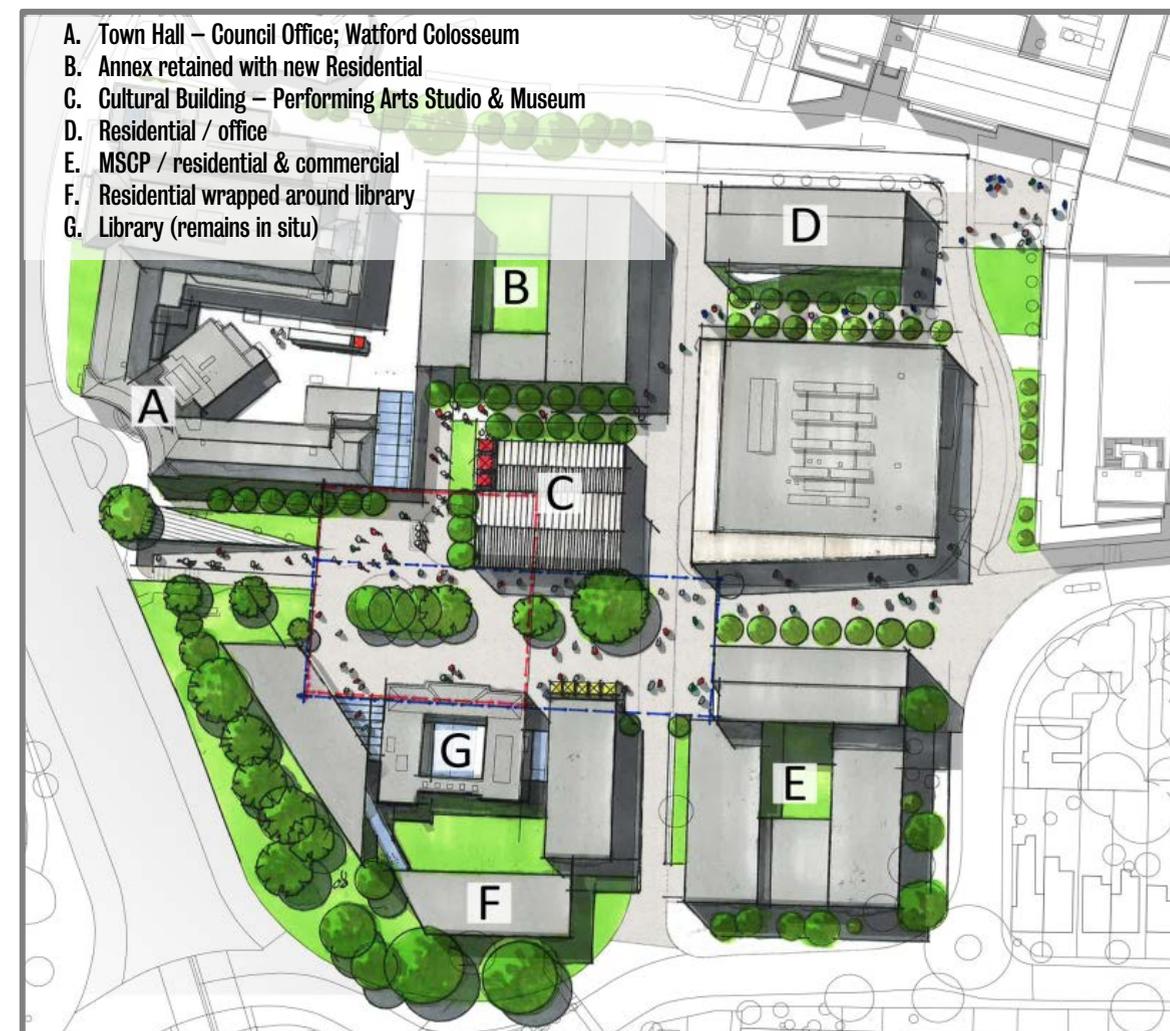
## 3.1 Development of a Town Hall Quarter cultural offer in the north of town centre

### Overview

A proposed Town Hall Quarter (previously 'cultural hub') in the north of Watford town centre is to comprise existing and new performing arts facilities (Watford Colosseum; new performing arts studio/rehearsal space), potentially Watford Museum, Watford Library, and other potential venues to accommodate culture and creative uses. The idea for a Cultural Quarter is included in the Watford Cultural Strategy (2018-2025) and a proposed masterplan for the redevelopment of the Northern cluster of the town centre was put to public consultation in 2019. The vision for the project includes potential repurposing of parts of the Town Hall building into civic and cultural uses, e.g. creative work and learning spaces.

The proposal includes the potential move of the Watford Museum creating physical connection between the museum and library. Various design options were considered in the past for the new cultural building in which both the performing arts space (to accommodate the Pump House Theatre) and the Museum were accommodated in separate new buildings. One such solution included a stand alone building providing about 2,230 sq. m. of floor space, with 1,200 sq. m. allocated to the museum and an estimated total capital cost of £14.1 million, with the largest proportion of that cost going to performing arts space that requires higher specification. Another proposed solution is to move the Museum to the Town Hall, where it would occupy a 600 sq. m. exhibition space on the lower ground floor, along with 450 sq. m. of storage space; and another 60 sq. m. of retail space on the ground floor.

The proposed cultural hub is part of a larger masterplan to revitalise the north end of the town centre, attract footfall, create accessible and welcoming public spaces, new residential development, and a redeveloped car park. Some of the key drivers for the development of the north end of the high street is to better connect it with the rest of the high street and the town and the need to improve the appearance and use of the Town Hall building while offering new and expanded facilities for civic, cultural and creative uses.



Proposed town centre redevelopment incorporating Cultural Hub; Drawing by PRC Architects, provided by Watford Borough Council.

### 3. Emerging options

## 3.1 Development of a Town Hall Quarter cultural offer in the north of town centre

### Watford Colosseum

Operated by the HQ Theatres from 2010 to 2020, in 2018-2019 Watford Colosseum hosted 70,000 visitors through a programme of ticketed evening shows (mostly focused on live comedy and music), community rentals, and private hires. The venue also hosts ITV's *Snooker Shoot Out* and has an ongoing agreement with the BBC Concert Orchestra for a 90-day hire of the main hall each year. The BBC Orchestra primarily utilises the Colosseum for orchestral recitals and recordings and occasional live concerts. Prior to the venue closure imposed by COVID-19, the HQT's venue operation team consisted of 19 full time, 2 part time, 102 casual staff and 54 volunteers. At present, the Colosseum is the only large-scale performance venue in Watford, and is seen as an asset to the Borough bringing commercial acts, comedy, sports, and music shows to local audiences.

Currently, the future near-term operation of the Colosseum faces the following issues:

- The building's roof needs repair, among other essential works;
- In the most recent year reported (2018-2019), it saw 70 'dark days' (or 20% of the year);
- Daytime activity is very limited;
- There is little communication and cooperation between the Colosseum and other cultural venues, community and cultural stakeholders in Watford;
- The termination of the HQ Theatres operating agreement;
- Its location in a less animated north end of the town centre is perceived as a disadvantage by some of Watford cultural and community stakeholders – a perception mostly impacted by the nature of the public realm nearby (underpass, car park, distance from high street) rather than the character of the building itself.



Image source: Watford Observer.

### 3. Emerging options

## 3.1 Development of a Town Hall Quarter cultural offer in the north of town centre Watford Colosseum

There are several scenarios potential scenarios for the short- and long-term future uses of the Colosseum.

#### **Refurbish now, open later**

As the Colosseum requires refurbishment (roof repair; potential updates to refresh other parts of the building including foyer and bar areas) and given current restrictions on live performance and public gatherings, it would be beneficial to undertake any necessary building works as soon as possible to have the venue in a good condition by the time it is able to reopen. The refurbishment period can be also used to further develop the brief for the Colosseum's uses and programme and either revise the arrangement with the HQ Theatres or put out a tender to find another operator.

#### **Continue operations now, close to refurbish later**

Other scenarios considered by WBC included the extension of the HQ Theatres agreement for two more years (up to 2023). This was not taken forward.

#### **Encourage greater utilisation by BBC Concert Orchestra and consider similar arrangements with other long-term users: performing arts companies, satellites of national projects and organisations, music industry**

The ongoing rental arrangement with the BBC Concert Orchestra has been beneficial to both parties. There may be opportunity for increased utilisation by the BBC Concert Orchestra (especially if more flexibility in calendar planning is possible) and also for attracting other long-term users and renters given in the most recent year the venue had 70 'dark days'.

#### **Diversify evening programming**

While the Colosseum has hosted shows of national and international acclaim, overall its programming is not particularly reflective of any specific curatorial strategy and it could benefit from more specialised and coordinated programming with specific focus on target audience groups and being more reflective of local demand and demographics. There appears to be opportunities, for example, to present a high quality and more diversified contemporary live music programme; touring West End productions; and live cinema and transmissions of live theatre from the world's leading theatre companies.

#### **Encourage daytime use by local community and artists**

Nearly all interviewees consulted acknowledged there is little day-time activity at the Colosseum while it has the space for social and creative uses: café, event room, and spacious foyer. Given its location in the north end of the town centre, daytime activity can be promoted by allowing greater community use (meetups, classes, workshops), F&B offer (daytime café), lunchtime concerts and live events building on earlier initiatives such as the #LobbyLive platform that allowed local musicians to perform in the foyer.



### 3. Emerging options

## 3.1 Development of a Town Hall Quarter cultural offer in the north of town centre

### Analysis Summary (Page 1 of 2)

#### Pros

- **Improve public realm in the north of the town centre and animate it with cultural programming activities:** as outlined in the 2019 Watford High Street (North) and Cultural Hub masterplan and the current Town Hall Quarter programme, among the key goals for such redevelopment is the improvement to traffic arrangement and connectivity and the animation of the public realm so it provides better experience, similar to that a recently redeveloped Parade area and the more animated parts of Watford high street.
- **Synergy with larger development creating a new north ‘quarter’ for the town centre:** as the residential and commercial developed to go ahead, the new residents of the area could have access to a variety of cultural facilities in their immediate neighborhood.
- **Co-location of new cultural facilities next to the Watford Central Library, The Horns pub, Watford Colosseum, and West Herts College would allow for greater concentration of day- and night-time activity and generate increased footfall:** creating a new ‘anchor’ of cultural activity in the north of the town centre would require programmatic synergies, along with infrastructure colocation, and a combination of both daytime (museum, library, creative workspaces, rehearsal studios) and night-time facilities (live music, bars, and performing arts) would allow to maintain 24/7 leisure offer in the north of the town centre.
- Opportunity to repurpose, renovate, and reimagine existing infrastructure (namely the Town Hall and Colosseum) is likely to be more **cost efficient and environment friendly** than creating new purpose-built facilities.

#### Cons

- **There is no obvious rationale for the relocation or development of new cultural facilities as a tool to improve connectivity and public realm:** rather, the focus may be on human-scale redevelopment of the area with the provision of high-quality public space and improvement to the quality and visibility of current facilities, namely the Watford Colosseum and Town Hall.
- **Limited appetite from some cultural operators in Watford to relocate the focus of cultural activity to the north end of the town:** while the operators of the individual organisations that are considered for relocation – such as the Pump House Theatre – welcome the idea of expanded and renovated purpose-built facilities, they do not see a clear rationale for relocation from their current location. Other cultural stakeholders encourage support of cultural activity where it has organically developed over the years rather than purposefully shifting the focus and investment to the north end that has access issues. As case studies elsewhere suggest, improving – rather than relocating – existing cultural infrastructure in locations with high footfall and history of community engagement proves more beneficial to increasing public engagement and improving cultural provision.
- **Audience demand for new or expanded cultural facilities in the north end location unclear and untested:** although the public consultation findings from the most recent Cultural Strategy analysis and its recommendations have been cited as rationale behind the idea for a Cultural Quarter, no direct recommendations or demand were identified in the materials from that consultative process. The results of a more recent public consultation on the masterplan (September 2019) show that the respondents consulted predominantly see the need for the area revitalisation as it is seen as “underutilised” and requiring improvements to public realm and access.



### 3. Emerging options

## 3.1 Development of a Town Hall Quarter cultural offer in the north of town centre

### Analysis Summary (Page 2 of 2)

Pros	Cons
	<ul style="list-style-type: none"><li>▪ <b>Potential for the Watford Museum relocation to drive footfall to the area is unknown:</b> the museum currently attracts about 10,000 visitors a year – this level of visitors unlikely to drive significant additional footfall to the north end of the town centre. (The aim of a relocation, as envisaged through the Museum and Heritage services review, is to strengthen the Museum offer and broaden its appeal to attract both physical and virtual visitors.)</li><li>▪ <b>Potential negative impact on existing cultural venues in Watford:</b> consultees have expressed concerns that if a significant effort and investment is to be put into relocation of cultural activity to the north end of town centre, it may have a detrimental effect on cultural activity elsewhere in town, if not well-balanced and effectively led.</li><li>▪ <b>Cost considerations:</b> there is yet little evidence that a new built facility in the north of the town centre would allow for significant cost savings <i>vis a vis</i> redevelopment and expansion of current cultural facilities elsewhere.</li><li>▪ <b>New development's impact on BBC Concert Orchestra office and storage space:</b> construction works in the Town Hall and adjacent buildings would require for relocation of the office space (420 sq. m.) occupied by BBC Concert Orchestra. No suggestion has yet been made on where the office space would be relocated for the period of redevelopment.</li><li>▪ <b>Lingering impacts of COVID-19 on attendance:</b> as England faces recurring COVID-19-associated restrictions in 2021, cultural participation for live programming remains at historical lows and cultural production is restricted. This is likely to have a long-term effect on traditional arts and cultural audiences who would be reluctant to gather in large numbers for some time to come which should be taken into account when estimating demand for live events at the Colosseum and nearby pubs, and other venues in Watford to create realistic projections of future attendance for indoor events.</li></ul>



### 3. Emerging options

## 3.2 Refurbishment or Relocation of Watford Museum

### Overview

The proposed move and expansion of the Watford Museum is part of the current proposal for the expansion of cultural offer in the north of the town centre.

Watford Museum is currently located on Lower High Street in a Grade II listed Georgian town house, part of the former Benskins Brewery complex. The museum's collection comprises over 35,000 objects including fine art, archival materials, art and sculpture, historical artefacts, archeological material, and costume and textiles. The Space2 Gallery also shows temporary exhibitions, and the museum has a diverse programme of community and performing arts events including comedy, film and spoken word. While attendance is currently limited to advanced bookings only, normal opening hours are Thursday – Saturday, 10am – 5pm and admission is free. In 2017/18, the museum welcomed c. 11,043 visitors, including 543 educational visits.

The Museum requires refurbishment to be fit for purpose on its current site. In 2016, WBC successfully applied for first round (Development Phase) funding from the Heritage Lottery Fund for the 'Making Connections' project to refurbish and expand the Museum in size and programmatic scope. WBC were awarded £175,800 to complete the first phase of work. In 2019, before an application for Phase 2 funding was submitted, the project was terminated due to increased costs making it no longer viable for WBC both in terms of the capital and ongoing revenue support required.

Nonetheless, work completed in Phase 1 of the project highlighted the following needs for the museum to be fit-for-purpose and which remain unaddressed:

- **Access and circulation:** the building is difficult to navigate and improvements are required for disabled access.
- **Building condition:** while in an overall stable condition, repairs are required to the building both internally and externally.

- **Limited opening hours:** the Museum is open 3 days a week.
- **Low attendance:** the Museum attracts around 10,000 visitors per year, below other comparable museums.
- **Limited staff resource:** the Museum operates with ~3 FTEs (Museum Curator, Learning Officer, Collections Officer, and Museum Services and Support Officer) and staff are required to perform duties outside of their actual roles.
- **Displays and interpretation:** the current exhibits would benefit from refreshing and interpretation can also be improved. Displays do not represent the diversity or energy of Watford today. There is limited access to collections online.
- **Unsuitable storage facilities:** the storage facilities are overcrowded, not easily accessible and are not properly controlled environmentally putting collections at risk of damage and limiting object rotation and display.
- **Space limitations:** there are significant space constraints e.g. learning room, event space, café.
- **Funding constraints:** public funding has been decreasing and opportunities for earned income generation (e.g. retail, food&beverage, events) are limited.
- **Collections management issues:** the collection has expanded significantly and may require rationalization under new collections management, acquisitions and disposals policies. Only 2% of the collection is on display and only 50% of the collection has been registered on the current collections management system.

The Council now faces the decision whether to move the Museum to the Town Hall Quarter (potentially to a refurbished space within the Town Hall building) or otherwise re-consider refurbishment and expansion on the current site.



### 3. Emerging options

## 3.2 Refurbishment or Relocation of Watford Museum

### Analysis Summary (Page 1 of 2)

#### Pros

- **Increased size and quality:** the current site presents physical constraints to the museum's design and orientation. After the expansion as proposed in the Making Connections project, total floor area would have increased to 922m<sup>2</sup> (NIA), but a minimum area of 1,264m<sup>2</sup> is expected to be required to accommodate sufficient front and back-of-house services and to allow any room for future expansion.
- **Expanded programme:** increased space would allow for temporary exhibitions from other cultural bodies, galleries and museums, as well as increased learning and community events.
- **'Cluster' effect:** the combined draw created by the museum, library, Colosseum, leisure centre and new commercial spaces could help to create a destination for residents and visitors, increasing footfall to the area in the north end. The museum in its current location is at a distance from other cultural infrastructure, with the notable exception of the Pump House.
- **Geographic location:** the museum would also be in closer proximity to Watford Junction (approximately 10-minute walk), the busiest rail station in the town. It would also be an attraction between the town centre and Cassiobury Park that gets millions of visitors each year.
- **Potential to increase attendance:** estimated annual visitors to the refurbished current site were 20,000 from the stable year. With an expanded size and programmatic scope and situation within a cluster of culture, leisure and educational facilities, this number is likely to increase. However, the potential for the museum to attract domestic and international tourists remains uncertain.

#### Cons

- **Lack of consensus:** consultation with stakeholders revealed universal agreement that the museum building in its current form is not fit-for-purpose and improvements are required. However, there is little consensus around the need to move the museum to the north of the town centre. This is consistent with public consultation in which 36% of respondents supported the relocation of the museum and council buildings, while 35% did not and 28% were undecided.
- **Increased capital and operating costs:** Based on cost data from a cohort of recent museum benchmarks (see Appendix F) and the minimum space required for the museum (1,264m<sup>2</sup>), the capital costs for a new museum project are likely to be in excess of £6.4 million. Alternatively, initial scenario testing by HLA Architects suggests the museum could be accommodated within the Town Hall. The current assumption provided by Montagu Evans is that the cost to relocate the museum to the Town Hall could be financed within the sale price of its existing site but more detailed analysis is required. A third potential option is to combine the Museum with Watford Library (owned and operated by Hertfordshire County Council) into a single structure, but neither museum nor library are enthusiastic about this, especially given that the Library recently underwent renovation. Therefore, at present, the only financially viable option for relocating the museum to the north of the town centre is believed to be within the Town Hall. In this case, annual operating expenditure is likely to increase based on increased physical and programmatic scale.



### 3. Emerging options

## 3.2 Refurbishment or Relocation of Watford Museum

### Analysis Summary (Page 2 of 2)

#### Pros

- **Potential for increased income generation:** increased footfall and expanded space for retail, f&b and venue hire facilities would increase opportunities for income generation.
- **Potential for enhanced partnerships:** potential for improved connections with local cultural organisations in the north of the town centre, including West Herts College and Watford Library.

#### Cons

- **Potential limitations on attendance:** as a local museum, there is a risk that Watford Museum will not be able attract tourists (a significant majority of the total potential audience) unless its size and programmatic ambitions are expanded to include touring exhibitions, large-scale events, etc. The long-term impact of the COVID-19 pandemic on audiences' propensity to gather in enclosed spaces is also unknown.
- **Risk to community impact:** the museum's outreach work is significant – audience consultation from the Heritage Lottery Fund's Phase 1 evaluation report noted that 84% of consultees, both current and non-visitors, considered the museum to be important to the local community as well as a social hub. There is a risk that this function could be undermined or disrupted through its move to a new location.
- **Negative impact to Lower High Street:** the museum, Pump House and Fire Museum currently create their own cluster of cultural and community activities around the Lower High Street identified in the Watford Cultural Strategy (2018-2025) as a cultural hub with community focus. The removal of the museum from its current site could have a negative impact on these neighboring venues and the character of the local area.
- **Need to protect Benskins Brewery building:** The current museum building has considerable significance as a three-storey, double-pile Georgian mansion and it is highly valued by local residents for its aesthetic value and connection to local history. It is one of few historic buildings in the town that offers public access and its protection was identified as a key objective in public consultation. While many respondents recognised that the current building is limited in its offer, they appreciate its heritage value.



### 3. Emerging options

## 3.3 Strategic oversight of Watford’s cultural sector

### Overview – Governance

To streamline strategic oversight and coordination of cultural programmes, infrastructure development, sector support initiatives, marketing and fundraising for the cultural sector in Watford, the Council could consider facilitating an establishment of a centralised governance structure that should meet most of the following criteria:

- Full representation of cultural operators and stakeholders in Watford (e.g. bottom-up approach – not by Council invitation but by sector nomination);
- Consolidate resources of key local partners and funders inviting ‘anchor’ Watford institutions to oversee its activities with representation from public and private sectors;
- Set up strategic direction and accountability for meeting key milestones and delivering agreed programme of activities for the benefit of all Watford residents;
- Identify and introduce initiatives supporting collaboration and efficiencies between multiple stakeholders and operators;
- Have expert input and oversight from experienced cultural sector leaders;
- Plan and deliver Watford-wide calendar of cultural activities across all its civic and cultural venues (e.g. avoiding calendar conflicts or underutilisation of certain venues and spaces);
- Engage independent artists and practitioners, young people, and minority communities in decision-making and curation of cultural programme for Watford;
- Support development of cultural leadership, skills, and home-grown artistic talent;
- Support renovation and updates to cultural infrastructure.

Some potential governance structures to consider include less formalised consortiums and advisory boards and more formalised independent charities and Council-led initiatives.

Governance Model	Examples
<b>Cultural Trust / “Creative Watford”</b> – an independent charity overseeing cultural venues and services and/or culture-led regeneration and placemaking projects; governed by a Board of Trustees	Sunderland Culture (“cultural compact”), Fife Cultural Trust (ONFife), Creative Folkestone
<b>Cultural Consortium</b> – an advocacy and steering group; voluntary and not a constituted body	Newcastle Gateshead Cultural Venues
<b>Local Authority Initiative</b> – a Council-run placemaking and programming initiative to consolidate cultural offer and promote Watford’s cultural brand in close collaboration with anchor cultural organisations; option for advisory group(s) to provide oversight and direction	Culture Mile, London; Waltham Forest Borough of Culture (2019)
<b>(Culture-led) Business Improvement District</b> – strategic consolidation of place-branding and cultural initiatives led by BID in close collaboration with local cultural leaders	Better Bankside, London
<b>Association of Cultural Organisations / Venues</b> – constituted not-for-profit membership entity	Exhibition Road Cultural Group, London



### 3. Emerging options

## 3.3 Strategic oversight of Watford's cultural sector

### Analysis Summary – Governance

Page 372

Pros	Cons
<ul style="list-style-type: none"><li>▪ <b>Input from key sector champions and funders:</b> a new structure would allow to draw leadership and resources from private and not-for-profit sector that may be represented by local education and third sector organisations, businesses, and philanthropic funders.</li><li>▪ <b>Expert and strategic oversight of disjointed initiatives:</b> engagement of sector leaders and a centralized body to oversee cultural activity in Watford would allow to plan and implements a coordinated calendar of activities and initiatives.</li><li>▪ <b>Representative leadership for Watford's cultural sector:</b> while the new governance structure may be led by the Council along with several core partners, it is to ensure representation of Watford's diversity by allowing for nomination of governing members (e.g. Board Member or Advisory Board members).</li><li>▪ <b>Achieving efficiencies in programming and use of infrastructure:</b> a centralized and inclusive governance structure will ensure coordination and consolidation of programming activities – Watford-wide as well as at individual sites and venues – an ensure most effective use of infrastructure required for these activities.</li><li>▪ <b>Centralised marketing:</b> a coordinated communication and marketing of Watford cultural activities, e.g. an oversight of centralized digital resource and diary platform for the arts with one-stop ticketing for cultural events.</li><li>▪ <b>Centralised fundraising:</b> an independent governance structure (incorporated) can allow to fundraise for placemaking, cultural regeneration, heritage support, and other national funding programmes that are available for city-wide partnerships but may be unavailable to individual organisations or local authorities. It can also have a fundraising officer to raise funds from private sector and 'organised philanthropy' for support and development of cultural activities in Watford.</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Difficulty in implementation to ensure adequate representation and delivery its mission and aims:</b> careful navigation of stakeholder interests and representation will be required to ensure the governance body is delivering to the benefit of all Watford residents, support its cultural sector, and maintains a positive brand.</li><li>▪ <b>Potential duplication of existing efforts:</b> some activity already overseen by the Council or leading cultural operators in Watford may need to be reallocated to the new structure and the feasibility of such reallocation needs to be tested.</li></ul>



### 3. Emerging options

## 3.3 Strategic oversight of Watford's cultural sector

### Overview – Unified Brand and Communications

During the pandemic, WBC and local culture and leisure partners collaborated under the umbrella of 'Watford Together'. The initiative sought to engage Borough residents in creative activities – from online acting classes to talent shows and book clubs – through a dedicated website that brought the partners' online resources together in one place. There is a desire shared between WBC and the other partners to harness this momentum and to communicate more cohesively in the future.

Until Watford Together, there was no unified brand that represented arts, culture and heritage in Watford and, given its purpose was principally digital engagement, there remains no single source of information to find out about activities in and around Watford. There was consensus among consultees that a unified communications platform for the cultural sector would be a positive development, communicating all that Watford has to offer in a clear and compelling way. However, it was also recognized that there is already a proliferation of websites, organisations and brands that partially represent the cultural sector, its activities or its constituents (see right).

Therefore, it is recommended that brands/websites are rationalized where possible to create a single overarching narrative and brand. A majority of consultees agreed that the Watford Together brand itself is specific to the current moment and may not be appropriate long-term. Other potential themes explored as part of Watford Museum's Making Connections project and the Watford Cultural Strategy (2018-2025) include:

- **We Love Watford:** Watford has a wealth of stories, communities and history to explore.
- **Made in Watford/Watford Production House:** from farming, brewing and paper making, to today's TV, media, music and theatre industries, 'making' encompasses Watford's past and future aspirations.
- **We Are Watford:** Watford is the most diverse in Hertfordshire, a rich mix of people and cultures united by where they call home.

#### Selection of Brands/Websites Promoting Watford's Cultural Activities



### 3. Emerging options

## 3.3 Strategic oversight of Watford's cultural sector

### Overview – Unified Brand and Communications

Activation of a unified communications platform could take place in both the digital and physical realms, integrated with public realm improvements and the heritage trail to create a strong overarching narrative for culture in Watford. .

#### Physical Elements

- *Wayfinding*: legible signage, information and gateways at key junctions to help navigate Watford's cultural landmarks and create distinct neighborhoods.
- *Heritage trail*: mapping key moments in Watford's history through mapping and signage.
- *Public art and other public realm interventions*: art and other other design measures, such as surface treatments, materials and lighting to create pathways, landmarks and destinations.
- *Events, pop-ups and other activations*: branded festivals and events, including Imagine festival.
- *Out-of-home media*: posters, banners, billboards, etc. to advertise upcoming events and activities.
- *Printed media*: maps, calendars, newsletters, leaflets (Cultural Chronicle) brochures, etc. to inform residents and visitors about Watford cultural offer and upcoming events
- *Tours*: organised tours around around Watford's key heritage and cultural sites.
- *Networking and knowledge sharing*: events to encourage cohesion and collaboration across the cultural sector.
- *Cultural champions*: identification of advocates for Watford's cultural sector.

#### Digital Elements

- *Website*: a central hub for all information regarding Watford's cultural sector. Content could include: calendar of events and festivals; centralized ticketing platform; map of cultural infrastructure, public art and heritage trails; directory of artists and creatives; volunteering opportunities; job vacancies and other ways to get involved; advertisements for vacant studios and creative workspaces; networks and community events; news and developments.
- *Mobile app*: What's On, ticketing, etc. similar in scope to website content.
- *Digital communications and social media*: event promotion and marketing across platforms to engage with different audiences, particularly a younger demographic.
- *Newsletter*: mailing list to keep residents and visitors informed about upcoming events and developments across the sector.



### 3. Emerging options

## 3.3 Strategic oversight of Watford's cultural sector

### Analysis Summary – Unified Brand and Communications

#### Pros

- **Support among cultural leaders:** there was broad support for the ambition to communicate more cohesively, highlighting the strength and breadth of Watford's cultural offerings
- **'One stop' shop website:** improved quality of information about Watford's cultural sector made easily accessible to visitors and residents.
- **Develop Watford brand and identity:** a strong and distinct communications platform will help to develop Watford's identity and attraction as a destination, with culture at its heart.
- **Opportunity to deepen collaboration and partnership:** the process of creating a collective platform will help to deepen partnerships across the cultural sector – especially if the cultural sector is defined broadly to include individual artists and creators, the night-time economy, creative industries, etc.
- **Increased footfall at cultural venues and events:** improved wayfinding and information sharing will encourage residents and visitors to explore the area confidently.
- **Enhanced understanding and pride in Watford's cultural heritage:** a heritage trail and improved information and signage will help to increase resident's knowledge of the town's rich history.

#### Cons

- **Existing brands/websites:** there are already a number of umbrella brands/websites promoting cultural activities in Watford. Therefore, rationalization is required before creating an overarching platform that represents the sector more holistically. This could be achieved through an expansion of an existing identity (e.g. Visit Watford) or something new altogether.
- **Financial investment:** the design phase for the heritage trail (delivered by Dallas-Pierce-Quintero) is estimated to cost £20,000. Additional investment will be required for additional public realm interventions; design and testing of a brand and messaging; new website design and upkeep; and ongoing marketing and communications.
- **Risk of redundancy:** unless it is updated regularly there is a risk that a dedicated website for cultural activities could become outdated or irrelevant.



### 3. Emerging options

## 3.8 Strategic oversight of Watford's cultural sector

### Overview – Shared Services

There are potential advantages of centralizing services across cultural assets in Watford. This could result in economies of scale, financial savings or increased knowledge from pooled resources, leading to improved delivery of services. Potential opportunities for integrated services include:

- Facilities management;
- Box office and ticketing;
- Marketing and communications;
- Education and learning expertise;
- Storage and archives;
- Administrative functions including HR, IT and finance.

The areas in which consultees demonstrated interest were primarily ticketing and marketing and communications, pooling customer data (where possible) to understand visitor profiles and behaviors and potentially bundling or cross-selling services and experiences. However, there was not consensus around the exact nature of any collaboration, which could be explored further through a forum such as the Cultural Leaders Group.

There are several considerations to bear in mind:

- Savings or benefits must outweigh costs for any shared services proposal to be viable;
- There should be a balance of benefit for larger and smaller organisations;
- Flexible collaboration is important, as not all organisations might be able or want to take advantage of the opportunities or ideas presented;
- Sharing and collaborating must be practical and legal; organisations must operate within their agreed procurement processes, particularly those that are linked to WBC;
- Evidence of progress on any joint working or shared services needs to be gathered and tracked to demonstrate the cost savings and efficiencies achieved, as well as wider benefits of collaboration.



### 3. Emerging options

## 3.3 Strategic oversight of Watford's cultural sector

### Summary of Analysis – Shared Services

Pros	Cons
<ul style="list-style-type: none"><li>▪ <b>Financial efficiencies:</b> there is potential to identify cost savings through economies of scale or pooled resources.</li><li>▪ <b>Increased quality of operations and services:</b> shared knowledge and resources could enhance the quality of operations and services across assets. For example, joint marketing and communications campaigns could increase reach and impact.</li><li>▪ <b>Enhanced collaboration across sector:</b> opportunity to better integrate existing cultural assets across Watford, leading to increased connection, cohesion and complementarity.</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Lack of appetite or consensus:</b> among the cultural organisations consulted, there is currently a lack of enthusiasm for or consensus around the potential for shared service provision. Further investigation is required to establish the types of services that could be shared and the associated costs and benefits.</li></ul>



### 3. Emerging options

## 3.4 COVID-19 Cultural Sector Support

### Overview (as of October 2020)

The cultural and creative sectors, along with tourism, are among the worst affected by the current COVID-19 crisis. Cultural organisations, and their workers, have experienced significant reductions in earned income generation as well as money raised from donations, grants and sponsorship. In total, the creative industries sector is expected to lose 30%, or £74 billion, in revenue due to the coronavirus. As the furlough scheme, which has been a lifeline for many, comes to an end, organisations are yet to see the benefit of the £1.57 billion rescue package for the cultural and heritage sector which was announced in July.

This puts cultural and creative sector organisations – including museums, galleries, theatres, music venues, independent cinemas – in a very precarious position. In Watford, the Colosseum is closed until 2021; the Palace Theatre will not open before December 2020; The Pump House has re-opened but with a limited programme; and Watford Museum is open on Saturdays by appointment only. Grassroots music venues, including The Horns and LP Café, have re-opened but, due to social distancing requirements, it is not financially viable to present their usual live music programme further impacting trade. Nightclubs are also at particular risk – not allowed to re-open but excluded from the £1.57 billion rescue package and with no specific guidance or support from government. Of course, these closures also have an impact on the artists and organisations that usually would be performing or presenting their work, with limited prospects for future work.

In addition to the financial support that WBC continues to provide to Watford Palace Theatre, the Pump House, the Colosseum and Watford Museum, the Council can signpost at-risk cultural venues and organisations to potential grant and funding sources and maintain ongoing dialogue with national lobbying and funding organisations.



### 3. Emerging options

## 3.4 COVID-19 Cultural Sector Support

### Analysis Summary

#### Pros

- **Protect existing cultural ecology and infrastructure:** Watford has a rich and diverse cultural ecology that – provide it can withstand the current environment – will continue to bring benefits to the town and its residents.
- **Demonstrate commitment to culture:** send a clear message to residents that WBC values culture and its contributions to public life in Watford.

#### Cons

- **Financial constraints:** WBC is already faced with additional costs and financial losses due to the COVID-19 crisis, forcing it to make difficult decisions regarding resource allocation. For this reason, advocacy campaigns and policy measures – other than direct financial support – may be the preferred course of action of the Council.



### 3. Emerging options

## 3.5 Improve existing cultural infrastructure

### Overview

Current reduction in activity across Watford venues due to the impacts of COVID-19 presents an opportunity to update some of the cultural infrastructure in need of repair and repurpose some of the vacant space for cultural and creative uses. Specifically:

- Updates to the Pump House Theatre and Arts Centre building to improve visitor and artists experience and accessibility of the building;
- Repair of the Palace Theatre roof and / or potential extension to add a level to incorporate rehearsal/studio space, green room, community events space, and additional office space;
- Repurposing of existing space in town into a storage and scenic workshop space (between 140-220 sq m according to prior studies) use by performing arts organisations in Watford;
- Improved facilities for city-wide and outdoor events, e.g. accessible bathrooms and changing rooms in the town centre;
- As part of ongoing public realm improvements, incorporate space for outdoor events throughout the town centre.



Pump House Theatre; source <https://pumphouse.info/>.



### 3. Emerging options

## 3.5 Improve existing cultural infrastructure

### Analysis Summary

#### Pros

- Delivering **required repairs** to existing facilities of the Pump House and Palace Theatre will **increase accessibility and accommodate growing levels of activity** in both venues while keeping them **safe for use**.
- **Grow Watford Palace Theatre offer** by adding space to produce new work and for education and community activities.
- **Finding space for scenic workshop and storage** would allow to continue scenic production in Watford and provide essential storage facilities for theatre companies (storage currently occupies public areas and rehearsal room at the Watford Palace Theatre).
- **Provide welcoming environment for artists and performers** with restricted mobility by having accessible bathrooms and changing rooms available to the public in the town centre.
- **Diversify outdoor event infrastructure** by incorporating additional public realm design solutions allowing for events and safe public gatherings.

#### Cons

- **Uncoordinated efforts** in updating or repurposing existing infrastructure may result in increased costs and inefficiencies in overall utilization.
- Given the implications of COVID-19 on local authority funds, **the Council is unlikely to be able to support with capital funding** – improvements and repairs need to be covered by individual venues or partnerships between venues and a capital fundraising campaign.



### 3. Emerging options

## 3.6 Provision of new cultural facilities

### Rehearsal and Studio Space

The consultees from professional and community performing arts organisations and groups in Watford expressed a need for a provision of performing arts practice and rehearsal facility in Watford. Specifically, such facility is required for the following uses for which there is insufficient infrastructure provision in Watford:

- Space for small-scale theatre performances, talks and workshops (seating capacity 50-100);
- Space for dance classes (with sprung flooring);
- Space for theatre rehearsals;
- Space for music practice/rehearsals.

Options to meet this demand for a performing arts studio / rehearsal space include:

- Adding studio/rehearsal space to WPT;
- Conversion of empty retail space at into into temporary studio/rehearsal space;
- Adaptive reuse of a space elsewhere on high street – potentially in a location between the Pump House and WPT;
- New build facility at the north end of town centre, possibly at the redeveloped Town Hall;
- Negotiate terms to regularly use West Herts College facility at a reduced market rate.

A combination of one rehearsal space for dedicated use of Watford-based and visiting professional theatre and dance companies (as an upper level extension at the Watford Palace Theatre) and a rehearsal and practice space elsewhere in the town centre would be a recommended solution to increase the provision of required space that would support professional and amateur performing arts practice in Watford. Prior studies indicate a size approximately ~100-150 sq m for such rehearsal facility to meet growing demand for dance classes and theatre and music rehearsal space.



The Alchemical Studios, New York. Image source: sharemyspace.com.

### 3. Emerging options

## 3.6 Provision of new cultural facilities

### Creative Workspace

The creative industries in Watford are well represented by IT, software and computer services (176 firms); film, TV, video, radio and photography (131 firms); advertising and marketing (111 firms); and music, performing and visual arts (101 firms). The wider South West Herts area is also home to a number of creative industries firms and freelancers accounting for 19,000 jobs in total – an increase of almost 4,500 since 2012. In particular, Hertsmere and Three Rivers, both hubs of British filmmaking and production, sees a high proportion of transient and project-based workers. This is likely to increase with the opening of Sky Studios Elstree, planned for 2022.

Local networks, such as the Watford Area Arts Forum, and local creative education providers, most significantly West Herts College, also provide a pipeline of creative talent seeking opportunities for work within the creative ecology. While before the pandemic some of these graduates may have sought work experience in London, there is initial evidence to suggest increased propensity to live and work outside of the capital.

Previous cultural strategies commissioned by WBC in 2009 and 2011, and, most recently, the 2018-2025 Cultural Strategy have consistently identified creative workspace as a gap in Watford's cultural ecology.

Nonetheless, workspace provision for creative industries in the area remains limited. There are some co-working and serviced offices on and around Clarendon Road and, further afield, the BubbleHub co-working space was recently launched in a former pump house in At Albans. There are also plans to open two new artist studio spaces within Watford: Amanartis and Little Cassiobury. However, these are limited in scope and scale, and only likely to accommodate up to 8-10 individuals across both sites.

Overall, there are few facilities currently that centre around a community of creative firms or freelancers or otherwise specialized to meet the needs of the creative sub-sectors

and Watford is well-positioned to capture industry workers from within and around the Borough to become a regional hub.

Workspace could include: desk space; studio and makerspaces for woodwork, ceramics, prints, crafts, etc; IT facilities; exhibition and presentation space; meeting rooms; and networking/ canteen areas. The target users for these spaces would be creative freelancers, SMEs. And, potentially, the wider community. The workspace could be managed by the council itself, or an independent commercial operator or charity / social enterprise such as ACAVA, ACME, SPACE, Meanwhile Space, Spacemakers, etc.

Potential sites for creative workspace(s) include:

- *Town Hall*: a study completed by HLM Architects identified 1,830m<sup>2</sup> (NIA) of potential workspace available in the town hall building, excluding area required for the council's offices.
- *Watford Market*: identified as a potential site for a creative enterprise and food hub in the Watford Cultural Strategy (2018-2025).
- *Benskins Brewery building*: if vacated, Watford Museum's current site could be converted into workspace, ideally with some public element (e.g. café) to maintain a degree of public access.
- *Watford Library*: vacant office space on the upper floors could be used as co-working space (Wimbletech/Workary specialise in converting underutilised library space into co-working space).
- *Other vacant and meanwhile spaces in and around the town centre.*



### 3. Emerging options

## 3.6 Provision of new cultural facilities

### Exhibition / Gallery Space

There is an expressed need – and currently a lack of provision – for a visual arts exhibition and event space in Watford.

Opportunities for provision of visual arts exhibition space include:

- Repurposing one of existing town centre buildings into an exhibition space for a long-term use for temporary exhibitions;
- Pop-up and temporary project space(s) at vacant commercial units on high street, at Watford Market, and at *intu* shopping centre;
- Some potential additional provision is planned at the Little Cassiobury house that may come online in the next five years pending the outcomes of forthcoming HLF grant applications for renovation of the house;
- Incorporating an exhibition space at the repurposed Town Centre.

The size requirements for a gallery and exhibition space are flexible and some of parameters for the space include:

- Ability to accommodate large scale work (paintings, sculpture);
- Ability to accommodate rotating exhibitions and multi-media;
- Adaptable space to accommodate a variety of layouts (e.g. permanent walls for visual arts display).



Mackie's Corner art space and Halloween-themed installation (2019) in a former Mackie's Corner shop in Sunderland. Photo by © Sarah Hellawell.

### 3. Emerging options

## 3.6 Provision of new cultural facilities

### Analysis Summary

#### Pros

- **Meet the demand expressed by key cultural operators in Watford for increased infrastructure provision:** expanded and new facilities sought by cultural organisations in Watford would allow them to expand their activities and meet current demand. Some have experienced loss of support facilities recently (storage, scenic workshop) and are seeking for spaces in Watford to fulfill these requirements.
- **Support growth of independent artists and creatives:** exhibition and small studio theatre/performance space could showcase the work of local, regional, and national artists and allow space for practice, training, and experimentation required in the process of cultural production.
- **Encourage development of the creative economy and adjacent sectors:** the creative industries have become an increasingly significant sector of the UK's economy in the past two decades. One in six jobs in London are in the creative economy and, up until the outbreak of COVID-19, the sector was growing more than five times faster than the national economy. The sector's knock-on effect on adjacent sectors is also well understood, with each job in the creative industries supporting an additional 0.75 jobs in the wider economy.
- **Attract new producers and presenters to Watford:** current limitations of Watford's cultural infrastructure mean that many active and developing theater and visual arts companies and individual artists and producers are unable to use Watford as a base for their production and presentation activities. Provision of such infrastructure could help attract additional cultural organisations and drive creative talent to the area.

#### Cons

- **Uncertainty around long-term implications of COVID-19:** with much cultural production currently paused it is yet unclear whether it would go back to pre-COVID-19 levels or if new types of spaces may be required, e.g. those equipped for digital production and recordings rather than live interaction.
- **Capital costs:** some capital investment from Council may be required in the initial development phase of new facilities, although needs are expected to be limited especially for 'meanwhile' projects in vacant spaces. By working with partners across Watford the Council will be able to develop buy-in and funding opportunities.
- **Operating costs:** we do not expect the Council to be primarily responsible for the operating costs of any new facilities, although this will depend on the operating model for individual projects. For example, creative workspace could be Council-owned and managed or outsourced to another commercial or charitable provider.



### 3. Emerging options

## 3.6 Provision of new cultural facilities

### Analysis Summary

Pros	Cons
<ul style="list-style-type: none"><li>▪ <b>Animate underutilised spaces with cultural uses:</b> multiple stakeholders consulted and anecdotal evidence on the impact of COVID-19 on retail and high street businesses suggests there will be an increasing number of vacant commercial properties and units in Watford that can be utilised for 'meanwhile' and/or long-term cultural activities.</li><li>▪ <b>Provide hub for cross-sector collaboration and innovation:</b> co-locating firms across various sub-sectors under one roof will help to stimulate connections and collaboration across fields, creating local supply chains and promoting innovation.</li><li>▪ <b>Build Watford's brand as a cultural and creative centre:</b> new creative facilities, especially if they are housed in the Town Hall or other central location, could signal the Council's commitment to the cultural and creative industries and help to cement Watford's brand as a creative hub.</li><li>▪ <b>Partnership opportunity and investment:</b> opportunity to work together with artists, small businesses and other partners. For example, potential partners to support the development and financing of creative workspace include West Herts College, Chamber of Commerce, Cultural Leaders Group, Warner Bros, Hertfordshire LE and Hertfordshire Growth Board.</li><li>▪ <b>Knock on effect for local regeneration:</b> bringing creative industries workers into the town centre area could help to support footfall and consumer spending around the town.</li><li>▪ <b>Potential to generate revenue:</b> depending on the operating and business model of workspace provided, it may generate revenues for the Council while providing a service to local artists, freelancers and SMEs.</li></ul>	

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### 3. Emerging options

## 3.7 Physical consolidation of cultural assets

### Overview

Scope for physical consolidation of existing and planned cultural assets in Watford includes:

- Performing arts hub or 'Theatre Place hub' around current site of Watford Palace Theatre with the addition of:
  - Studio and rehearsal space
  - Storage and scenic workshop space
  - Administrative and community use (event) space
  - Social and front-of-house hospitality space (e.g. expanding the theatre bar onto the street level or within the building).
- 'Library and Creative Workspace hub' in the north, with potential synergies with the Watford Colosseum if it is to expand daytime activity the creative workspace to occupy space at redeveloped Town Hall and establish links with the Colosseum (e.g. by activation Colosseum café and foyer with daytime programming and F&B) and Central Library.
- 'Community Arts and Museum hub' at the south end of town centre – the Museum and Pump House 'campus' with renovation of both buildings, improved access, public realm solutions connecting the two buildings, and expanded and improved parking.
- Pop-up visual arts gallery spaces at repurposed properties in the town centre: such projects can occupy vacant commercial buildings; Watford Market units; and units at *intu* for a limited time. At the same time, there is a demand for the provision of a permanent visual arts gallery for Watford, ideally located in the town centre.
- Explore potential for consolidation of some of the required facilities, e.g. scenic workshop; storage; rehearsal space(s) to allow efficiencies and maximise utilisation.



### 3. Emerging options

## 3.7 Physical consolidation of cultural assets

### Analysis Summary

#### Pros

- **Encourage synergy and higher utilisation of art form-specific infrastructure:** there is potential for greater coordination of activities requiring similar types of infrastructure and collaboration between Watford's performing arts organisations (in sharing rehearsal and performance space). Collaboration between individual artists and creative practitioners and general growth of independent creative production in Watford would also be encouraged by provision of creative workspace and co-location. Similar recommendations have been made in current and previous cultural strategies.
- **Reinforce existing hubs of cultural activity by consolidation of assets similar in nature and target users and audience groups:** while there are pockets of activity and diverse cultural offer at existing venues, they would benefit from strengthening the links with their immediate built environments and associated expansions to meet the requirements for cultural productions and presentation. This includes launching a central art exhibition space and/or pop-up and meanwhile exhibition spaces in vacant properties – located within the vicinity of each other for ease of access.
- **Designed solutions to update, expand and repurpose existing infrastructure:** investment has already been made in plans and designs for a renovated museum at the Benskins Brewery building; repurposed Town Hall; and initial outline of the extension for the Watford Palace Theatre. These plans can be reviewed and adapted with the goal to consolidate physical infrastructure assets where possible.

#### Cons

- **In a town the size of Watford, 'consolidation' of cultural infrastructure might be unnecessary:** arguments can be made for an 'even' distribution of cultural infrastructure across the town centre rather than adding to existing hubs of cultural activity.



# 4. Recommendations



## 4. Recommendations

# AEA's Recommendations

Having analysed the pros and cons associated with emerging options to address issues and developments in Watford's cultural sector, AEA recommends the following set of key initiatives to support and improve the provision of cultural infrastructure in Watford, and to strengthen strategic leadership, communication and coordination of cultural activities. These recommendations are consistent with previous and current planning and strategies commissioned by the WBC (as described in Appendix A).

### 1. Town Hall Quarter

- 1.1 Regenerate the north of the town centre through public realm interventions, commercial and cultural uses (the reimagined Colosseum, potential addition of the re-located Watford Museum, and current Watford Central Library).
- 1.2 Identify appropriate approach and potential partners to repurpose the Town Hall, Colosseum and any other available sites to provide a creative workspace offer as part of cultural offer in the Town Hall Quarter. As part of this test the feasibility of leasing space within the Town Hall/Colosseum.
- 1.3 Increase utilisation and animate the Colosseum building to create a vibrant cultural centre for Watford.
- 1.4 Update museum programme and displays to make museum fit for future and investigate the feasibility of re-locating to a repurposed space in the Town Hall as part of the Town Hall Quarter project.

### 2. Leadership & Governance

- 2.1 Develop a governance structure for coordinated strategic oversight of cultural sector including planning, programme development and delivery of cultural activities.
- 2.2 Deepen community engagement through regular and consistent dialogue with residents and creative practitioners.
- 2.3 Improve data collection and analysis to drive better returns on cultural investments.
- 2.4 Develop a centralised communications platform to promote Watford's cultural sector to residents and visitors – either by repurposing an existing website/brand or creating a new one.
- 2.5 Investigate other opportunities for shared services and co-efficiencies.
- 2.6 Continue the Council's support of at-risk cultural venues and organisations including grassroots music venues and talent by supporting fundraising efforts and liaising with national lobbying and funding organisations.

### 3. Wider Cultural Infrastructure Support

- 3.1 Seek funds and mechanisms to improve, update and animate existing infrastructure including Pump House Arts Centre and Watford Palace Theatre. This includes necessary repairs and improvements and the potential extension of the Watford Palace Theatre to accommodate more space for rehearsals and small-scale performances, community use and an office/green room.
- 3.2 Consider adaptive re-use of vacant buildings in Watford for creative activities such as galleries and studio space, workspace, rehearsal space, exhibition/bespoke retail, led by private and not-for-profit initiatives.
- 3.3 Continue to enhance public realm, wayfinding and outdoor social & event spaces to increase connectivity, attractiveness and footfall and facilitate greater cohesion of public spaces and cultural venues.



## 4. Recommendations

# Proposed Goals and Recommendations

## 1. Town Hall Quarter

**1.1 Regenerate the north of the town centre through public realm interventions, commercial and cultural uses (the reimagined Colosseum, potential addition of the re-located Watford Museum, and current Watford Central Library).**

Test the feasibility of animating the north of the town centre with improved public realm, greater connection between existing cultural assets, and consolidation of cultural activity across neighbouring facilities: repurposed Town Hall, Colosseum, and Central Library.

Get a clear understanding of the requirements for support spaces – size and physical conditions – and their potential consolidation within the Town Hall Quarter: storage facilities for BBC Concert Orchestra and The Watford Palace Theatre; scenic workshop for the Pump House Theatre and Palace Theatre.

**1.2 Identify appropriate approach and potential partners to repurpose the Town Hall, Colosseum and any other available sites to provide a creative workspace offer as part of Town Hall Quarter. As part of this test the feasibility of leasing space within the Town Hall/Colosseum.**

Repurposed space at the Town Hall, connected to some of the Colosseum facilities, may provide appropriate facilities for long term tenancy of creative learning, visual arts, performing arts, and creative workspace operators.

It is understood that the Council would not be able to offer such facilities for free, however, a below market rate can be considered to offer greater provision of cultural and creative infrastructure for Watford-based cultural organisations, educators, and practitioners.

### Creative Workspace

There is a need for increased workspace for cultural and creative uses in Watford to harness the potential for growth in the creative industries and adjacent sectors. This could include subsidised studio spaces for community uses as well as a hub for creative freelancers and SMEs. Minimum recommended spatial requirements for creative workspace is 850 sq. m. comprising:

- 10 artistic studios/small private office spaces (25 sq. m. each)
- 500 sq. m. of desk and communal space (kitchen, meeting rooms, etc.) which would accommodate approximately 50 workers (10 sq. m. each)
- 100 sq. m. café/networking space that could also be used for talks or small exhibitions.



## 4. Recommendations

# Proposed Goals and Recommendations

## 1. Town Hall Quarter

1.2 Identify appropriate approach and potential partners to repurpose the Town Hall, Colosseum and any other available sites to provide a creative workspace offer as part of Town Hall Quarter. As part of this test the feasibility of leasing space within the Town Hall/Colosseum. (CONTINUED)

Additional space may be required for specialist facilities or equipment (such as computer labs, 3D printers, or pottery workshops, recording studio etc.) but none of these were identified as specific needs in the course of this exercise.

The lease rate for workspace should depend on the user and lease required. Artists require more subsidy to maintain a studio space and typically seek longer lease arrangements than freelancer workers and SMEs. The current rate in London for artist studio space is approximately £15 per sq. ft. or £161 per sq. m. but ranges from around £10 per sq. ft. / £107 per sq. m. to £20 per sq. ft. / £213 per sq. m. Based on a lease rate of £161 per sq. m., annual revenue from each studio space would be £4,036. If leased as a private office to small businesses, rental rates could be increased.

The average commercial lease rate for co-working space around the Watford area is £200 per person per month. Bubble Hub (St Albans) charges £200 for a hot-desk membership and £375 for a fixed-desk; Regus Watford charges £139 (10-days access) or £209 (unlimited access) for a hot-desk and £190 for a fixed-desk; and Halkin Watford Junction charges £190 for a hot-desk. Flexible and/or subsidised rates would encourage greater accessibility, utilization and growth of creative sub-sectors. For example, £99 to hot-desk, £175 for a dedicated desk and £375+ for a private office space.

**A rehearsal space facility for dance and performing arts rehearsals, training, and small-scale events**

Establish feasible options for providing rehearsal studio space (with sprung flooring) for dance, theatre, and music training, workshops, rehearsals, and public events. The facility can be shared between performing arts operators in the area. Consider adding such facility to a redeveloped Town Hall or repurposing existing event room ("The Forum") at the Colosseum, if feasible.

The facility requires a minimum of 100-150 sq m; is usually equipped with (removable) sprung flooring; flexible seating; mirrors; ballet bars; adjustable lighting; AC/heating and ventilation systems; and bathroom and changing room facilities.

**A visual arts exhibition space with a programme of rotating exhibitions to showcase work (paintings, sculpture, ceramics, etc.)**

As part of Town Hall conversion, consider allocating exhibition space for a long-term use for temporary exhibitions. Led by WBC or an individual cultural organisation / art initiatives, the development of the space can be supported with private sector investment (e.g. by housing a private gallery or private gallery operator with an agreement for public programming to serve the whole of Watford).

In parallel, vacant commercial units on high street, at Watford Market, and at *intu* shopping centre can be utilised for pop-up and temporary art projects.



#### 4. Recommendations

## Proposed Goals and Recommendations

### 1. Town Hall Quarter

#### 1.3 Increase utilisation and animate the Colosseum building to create a vibrant cultural centre for Watford.

In addition to essential repairs, increase the usage of the Colosseum spaces and main hall during the daytime. Minimise the number of 'dark days' by offering the hall for community hire at reduced/flexible rates (e.g. offer discounts for periods of lower demand), facilitating increased utilisation by BBC Concert Orchestra, and other potential long-term residents.

Explore linking the Colosseum to the rest of cultural offer in Watford and the Town Hall Quarter being developed both through the use and facilities and joined programming.



## 4. Recommendations

# Proposed Goals and Recommendations

## 1. Town Hall Quarter

### 1.4 Update museum programme and displays to make museum fit for future and investigate the feasibility of re-locating to a repurposed space in the Town Hall as part of the Town Hall Quarter project.

In August 2020, HLM Architects completed a study to establish whether Watford Museum could be accommodated spatially within the Town Hall. While this initial assessment suggests that a re-location is possible, further feasibility assessment is required to understand the space required for the museum service, whether the interior spaces within the Town Hall are suitable for the museum's uses, and the costs associated with renovation – which are currently assumed to be less than £1.25 million to achieve a break even position for the Council.

The minimum net internal area required for the museum to continue to offer a similar programme as it does today is 1,264 sq. m. If the ambition for the museum, its programme, and its attendance were to be expanded, spatial requirements could increase to 1,810 sq. m. or more depending on the precise nature of the programme (e.g. increased learning space, event space, or exhibition space may be appropriate). Further research is required to define the scope of the new museum building and a detailed space programme to fulfill those functional requirements. More details on spatial requirements can be found in Appendix G.

Funding support for the conversion of the Town Hall or the development of a new museum building could be derived from various sources including developer contributions via Section 106 (s106) and the Community Infrastructure Levy (CIL) and fundraising via grants and donations. The projected operating expenditure in each of these scenarios should also be considered, with the potential of establishing an independent charitable trust to support diversification of funding via increased grants and donations.

Setting up an independent Trust to run the Museum rather than operating it as a WBC subsidiary may offer opportunities to diversify its income streams and partnerships, specifically in seeking funding from philanthropic sources and private donors.

The Museum can also partner more closely with the Watford Football Club in reinventing the WFC-dedicated display and programmes and expand digital engagement.

A 'fit for future' Museum would have expanded space for events and changing exhibitions, strong online presence, while building on its strong community links to deliver regular programme of activities in its new reimagined space.



## 4. Recommendations

# Proposed Goals and Recommendations

## 2. Leadership and Governance

### 2.1 Establish a governance structure including key stakeholders for coordinated strategic oversight of cultural sector including planning, programme development and delivery of cultural activities.

Establish an oversight body for coordination of cultural programming and investment in Watford. While the Council can initiate the establishment of such structure, it would be an independent sector-driven entity and can be incorporated as an independent charity, e.g. a Trust governed by a Board. Jointly with cultural organisations in Watford, WBC can identify potential funding sources for a new governance entity, including repurposing some of the WBC funding from cultural events and activities cancelled due to COVID-19. It is to become an umbrella structure to represent the key cultural organisations and groups of Watford, representatives from the business community, philanthropic, education and community organisations (e.g. Watford Arts Forum, Watford African Caribbean Association).

This new structure could provide:

- coordination of cultural activities across all Watford venues;
- oversee planning and delivery of key sector and infrastructure support initiatives;
- consolidation of marketing, fundraising, CRM for key Watford venues and Borough-wide events and festivals.

This effort would include engagement with key local funders from private and public sectors: consider approaching WFC; largest employers; education institutions (West Herts College; Watford School of Music; Momentum Performing Arts Academy); or any new partners and stakeholders with an interest in establishing new facilities or programmes in Watford (e.g. education providers; film industry; theatre companies who can have a satellite in Watford given its proximity to London and transport links).

A new governance structure may be constituted as an independent charity (with a Board representing the Council and other major funders, plus independent members to champion Watford's cultural sector) or association of existing organisations.

The cost of establishing a new structure will include administrative setup and governance costs and, from the beginning of operations, staffing costs to cover the salaried personnel who would operate the new organisation. According to benchmark data for similar initiatives, governance costs come to circa £90,000 (up to £8,000 in legal fees and £82,000 in administration, HR/recruitment, etc.); with an annual salary for an Executive Director of up to £60,000 and up to £50,000 in staffing costs for part-time Creative Director and Fundraising Director/grant writer for the initial year(s) of operation.



Overview of key cultural sector stakeholders in Watford.  
Source: 2018-2025 Watford Cultural Strategy.



#### 4. Recommendations

# Proposed Goals and Recommendations

## 2. Leadership and Governance

### 2.2 Deepen community engagement through regular and consistent dialogue with residents and creative practitioners

Create a mechanism to continuously gather input from the creative community in Watford.

This can be done via existing forums and networks and engaging these in an advisory role to a new governance & strategic oversight structure (see recommendation '2.1' above).

Further to that, undertake a stakeholder mapping analysis to identify key players and practitioners not yet represented in the consultation and decision-making for the cultural sector in Watford so that such process is fully representative of Watford's diverse communities.

Individual arts organisations can also undertake measures to attract diverse audiences through tailored audience developed initiatives; by creating programmes representative of specific communities and experiences; and by working directly with community groups in Watford and beyond.



#### 4. Recommendations

## Proposed Goals and Recommendations

### 2. Leadership and Governance

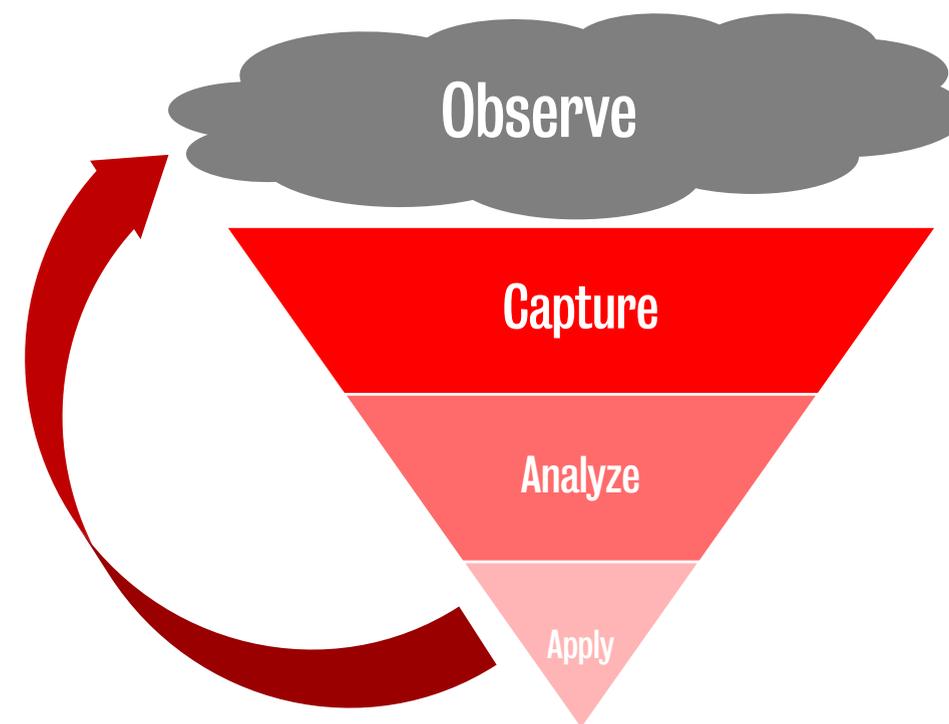
#### 2.3 Improve data collection and analysis to drive better returns on cultural investments.

Capture the breadth and impact of cultural activities in Watford by developing a set of metrics and data points for collection and analysis.

This will enable communication of the value and impact of cultural programmes and organisations to their beneficiaries, and existing and potential partners and funders. This would also allow for the WBC to track the performance of various initiatives, encourage incremental improvements and, where appropriate, measure their return on investment.

Data points and metrics to track may include:

- Individual and collective footfall / attendance at Watford's cultural venues;
- Attendance at outdoor events and festivals;
- Participation in workshops and classes;
- Attendance and participation by residents; by visitors;
- Number of partners engaged (by event / over a calendar year);
- Number of sponsors and size of sponsorship contributions received (over a year);
- Number of funders and size of grants raised (over a year);
- Spend per attendee;
- Individual artists / cultural organisations engaged (over a year);
- Venue utilisation (as average percentage of capacity over a year and average by event type).



“Data Journey” funnel to capture, analyse, and apply key metrics on cultural sector in Watford.



## 4. Recommendations

# Proposed Goals and Recommendations

## 2. Leadership and Governance

### 2.4 Develop a centralised communications platform to promote Watford's cultural sector to residents and visitors – either by repurposing an existing website/brand or creating a new one.

We recommend consolidating existing brands and websites promoting Watford's cultural sector into a single platform. This property can be activated in both physical and digital realms, establishing an overarching identity for the cultural sector and its initiatives. This could be through a new platform or the expansion of an existing one (e.g. Visit Watford).

After a branding decision has been taken, the development of new website is expected to cost around £7,500 depending on its complexity. Recurring costs to host and maintain the website are expected to be around £10,000 including 0.25 FTE which could be absorbed within an existing role within WBC or another local organisation.

The website should act as a central hub for all information regarding Watford's cultural offer, including (at a minimum):

- Calendar of events and festivals;
- Map of cultural infrastructure;
- Public art and heritage trail;
- Directory of artists and creatives;
- Volunteering opportunities;
- Job vacancies and other ways to get involved;
- Advertisements for vacant studios and creative workspaces;
- Networks and community events;
- Other news and developments.



#### 4. Recommendations

## Proposed Goals and Recommendations

### 2. Leadership & Governance

#### 2.5 Investigate other opportunities for shared services and co-efficiencies.

The principal opportunity for shared services is the development of a website and brand through which to promote Watford cultural sector cohesively and consistently. Other opportunities for shared service delivery, including ticketing, CRM and administrative functions, require further exploration with cultural venues – principally, Pump House, Watford Palace Theatre, Watford Museum and Colosseum – but are not expected to create significant financial savings. Collaboration and knowledge sharing through the Cultural Leaders Group and/or refreshed governance structure will improve overall cohesion and impact of the cultural sector.



#### 4. Recommendations

## Proposed Goals and Recommendations

### 2. Leadership and Governance

#### **2.6 Continue the Council's support of at-risk cultural venues and organisations including grassroots music venues and talent by supporting fundraising efforts and liaising with national lobbying and funding organisations.**

Local music talent and the venues hosting live music acts have suffered (and continue to suffer) loss of most (in some cases all) income-generating activities over the 2020 lockdown period and require immediate support measures to prevent them from closing and/or leaving Watford.

Some of such measures can be supported or introduced by WBC:

- Encourage the landlords of local venues to apply to become Assets of Community Value (offering greater opportunity for Watford communities to keep such buildings in public use and ensure they remain a social hub for the community).
- Liaise with national lobbying and funding organisations (e.g. Music Venue Trust) to secure relief funding for the venues and individual music artists.
- Support fundraising campaigns (e.g. by making a 'matching pledge' or virtual/outdoor fundraisers).
- Explore available policy measures to protect existing music infrastructure.



#### 4. Recommendations

## Proposed Goals and Recommendations

### 3. Wider Cultural Infrastructure Support

**3.1 Seek funds and mechanisms to improve, update and animate existing infrastructure including Pump House Arts Centre and Watford Palace Theatre. This includes necessary repairs and improvements and the potential extension of the Watford Palace Theatre to accommodate more space for rehearsals and small-scale performances, community use and an office/green room.**

The Pump House building requires an update to bring it up to 21<sup>st</sup> century standards and improve accessibility. Consider adding an expansion with a rehearsal/studio space either at current location or elsewhere in the town centre.

Support the proposed extension at the Palace Theatre to accommodate a studio and rehearsal space, community event space, and additional office and green room facilities at a top-level expansion. Signpost and update public realm in the vicinity of the Palace Theatre building (as recommended in earlier cultural strategies) using public art and creating a public plaza / promenade between the theatre and high street.

Capital funding for required improvements can be sourced from regional and national public, private, and philanthropic resources as WVBC is not in the financial position to cover such expenses.

The capital improvement can be funded by a tailored funding campaign driven by a new governance structure and the individual organisations.



## 4. Recommendations

# Proposed Goals and Recommendations

## 3. Wider Cultural Infrastructure Support

### 3.2 Consider adaptive re-use of vacant buildings in Watford for creative activities – such as galleries and studio space, workspace, rehearsal space, exhibition/bespoke retail.

Maximise the use of existing built assets in Watford including vacant spaces and ‘meanwhile’ uses – consider animating existing buildings in the town centre and on high street. In Watford town centre, spaces for adaptive re-use may be available from private landlords (who can be approached in a coordinated campaign) of commercial premises on high street. The retail units at *intu* shopping centre and Watford Market can also be made available for temporary pop-up projects.

According to a recent ACE report and other studies of cultural organisations and the urban fabric, arts organisations and initiatives increase footfall in high streets, repurpose vacant buildings and create employment. Some examples include the Tees Valley Great Places programme in which a not-for-profit organisation Empty Shop took over a derelict shop and turned it into a centre for creative work; Manchester’s Hallowe’en in the City in which inflatable ‘monsters’ were installed above retail buildings; and FabLab Devon based in Exeter Library providing maker spaces. Research by the Institute of Place Management and Manchester Metropolitan University finds that while “retail was still seen as an important element for the future of the high street by those participating, they also saw high streets offering other activities that served the community. They were places where individual and collective experiences should happen.” These findings are in tune with Historic England’s report on the changing face of the high street: people are increasingly looking for a leisure experience rather than just shopping.

A recent Fabian Society report, *Cultured Communities: The crisis in local funding for arts and culture*, puts forward a recommendation for a £500-million investment to help local councils buy empty high street shops and rent them to arts organisations and creative freelancers “and for other uses that strengthen local arts and culture.” The consensus from research and precedents is that arts and cultural uses animate the high streets, attract new audience groups, and enrich the leisure offer in town centres while also contributing to job creation, skills development, and growth and visibility of a local arts sector.

Studies of cultural participation suggest a move in audiences and artists preferences for more accessible, participative, informal venues: as a 2014 Why “Where” Because “Who” study commissioned by Irvine Foundation suggests, “responsive, innovative use of place fuels experiences outside the walls of usual arts spaces, so the arts can live where communities live.”

In the UK, national funding initiatives aimed at revitalisation of high streets have been launched and are open to local authorities and individual artists and arts organisations. For example, from mid-September 2020 invitations are open for a Historic England-led Cultural Programme in partnership with Arts Council England and the National Lottery Heritage Fund, commissioning artists and creative organisations across the country to celebrate and showcase our high streets. It comprises cultural programming, co-created with communities and delivered by artists, to provide a creative response to document and reflect the High Street across the whole period of the programme until 2024. £1.2 million will be made available to artists and cultural organisations who can apply to work with us on a variety of commissions over the course of four years.



## 4. Recommendations

# Proposed Goals and Recommendations

## 3. Wider Cultural Infrastructure Support

**3.2 Consider adaptive re-use of vacant buildings in Watford for creative activities – such as galleries and studio space, workspace, rehearsal space, exhibition/bespoke retail.**

**(CONTINUED)**

Potential locations include the Town Hall, Watford Market, the Benskins Brewery building (if vacated), the Watford Library (upper floors which are currently under-utilised) and other vacant and meanwhile spaces in and around the town centre (see Recommendation 1c). As a first step, we recommend identifying and engaging with key partners (Herts LEP, West Herts College, Hertfordshire University, Hertfordshire Growth Board, BBC, Warner Bros, etc.) to develop a better understanding of potential tenants and their needs; the corresponding spatial requirements; and sources of funding.

Consider new models of land use to provide affordable creative workspaces, e.g. the example of a Creative Land Trust established in London in 2019. Operating as an independent social enterprise, with support from the Mayor of London, Arts Council England, Bloomberg Philanthropies, and Outset Contemporary Art Fund, the Trust aims to secure 1,000 affordable workspaces by 2024. The Trust supports the acquisition or long-term leasing of creative workspaces that are at risk, thereby building a network of permanent spaces that will remain affordable in perpetuity. Once spaces are acquired, the Trust offers various models of ownership and rental agreements, from outright purchases to leases set at an average of £15 per square foot per year but no higher than £19 per square foot per year. While the Creative Land Trust is in its infancy, emerging research demonstrates the social and economic value of preserving space for creative production and consumption across the city. Time will tell whether this model is both scalable and replicable; however, early signs are promising.



## 4. Recommendations

# Proposed Goals and Recommendations

## 3. Wider Cultural Infrastructure Support

**3.3 Continue to enhance public realm, wayfinding and outdoor social & event spaces to increase connectivity, attractiveness and footfall and facilitate greater cohesion of public spaces and cultural venues.**

Research and consultation suggests that the the richness and diversity of Watford's cultural and heritage offer is not always visible or understood and that the public realm could be improved to support wayfinding, highlight key sites and heritage to visitors, and better connect infrastructure.

The 2018-25 Cultural Strategy highlighted opportunities for improved wayfinding, street-naming, greening and softening, de-cluttering, sculpture and public art installation, and street furniture and other design interventions to create distinct neighbourhoods and improve the town centre's overall look and feel and connectivity. Dallas Pierce Quintero have since started to develop these ideas through a 'heritage trail' concept and the installation of the Welcome to Watford signage at Watford Junction station.

We recommend that WBC continue to work on these initiatives while also improving upon outdoor social and events spaces where possible. For example, the addition of an accessible changing room and bathroom facility for street performers on the high street.



Watford Parade; photo © David Parker.



# 5.

## Next steps and action plan



## 5. Next Steps

# Funding Sources

## Securing funding to support recommended initiatives

Recommendations outlined in this report will require identifying and securing associated funding from multiple funding sources: public funders in England, private donors, philanthropic foundations, developers, commercial and corporate sponsors and partners, and individual policy and cross-sector initiatives. Most of these funding opportunities are available to individual charitable cultural organisations or Trusts delivering cultural programme and activities, while other can be pursued by a local authority, i.e. WBC.

### Potential funders of cultural infrastructure improvements and repurposing

- National Lottery Heritage Fund regular grants towards capital infrastructure projects
- Historic England grants towards preserving and repurposing historic buildings
- The Architectural Heritage Fund towards preserving and repurposing historic buildings
- Philanthropic foundations and trusts, including The Wolfson Foundation, the Clore Duffield Foundation, the Esmée Fairbairn Foundation, the Paul Hamlyn Foundation, and Wellcome Trust.
- Private sector partners, philanthropists and investors: explore new opportunities for raising funds and social investment from local businesses and philanthropists with invested interest in Watford's cultural sector and heritage (e.g. Sir Elton John's interest in WFC and its legacy appears underexplored).
- Developer contributions: WBC can apply 'Section 106' and Community Infrastructure Levy to reach agreement with developers to secure provision of community and cultural infrastructure as part of any new / planned development(s) in Watford and specifically in the north of the town centre.

### Potential funders of sector leadership and governance consolidation

- Arts Council England regular grant programmes (currently - National Lottery Project Grants)
- Philanthropic foundations and trusts
- Local 'anchor' institutions as direct funders and founders of a new governance structure

### Potential funding sources towards wider sector support

- Arts Council England (as above)
- National Lottery Heritage Fund – funding towards heritage buildings preservation
- Historic England (as above)
- The Architectural Heritage Fund
- Private sector partners, philanthropists and investors, specifically local retail businesses and large-scale office facilities tenants with spaces that may be available for creative and cultural uses by local community and visiting artists
- Developer contributions



## 5. Next Steps

# Funding Sources

## Immediate funding opportunities for cultural sector – COVID-19 recovery

### Philanthropic funders

The Garfield Weston Foundation Weston Culture Fund launched on 5 October 2020: the £25 million fund is designed to support mid to large scale cultural organisations in the UK to help them restart work, re-engage with audiences, adapt to changed circumstances and generate revenue. The fund is specifically for charitable organisations with a pre-COVID-19 regular annual income of £500,000 or greater; smaller organisations will be able to apply for Foundation's regular grants programme via their website as usual. Closing date for applications was 9 November 2020. Decisions announced by end of January 2021. Another round of applications may be available in 2021.

Paul Hamlyn Foundation is receiving funding applications from late October 2020, running a mixed new grantmaking programme of recovery grants and programme grants. This will allow those those applying to adjust their plans in the light of their experiences and learning.

Esmée Fairbairn Foundation has launched a new strategy and opened for grant applications in late October 2020. New strategy addresses three main aims: Our natural world is protected, restored, and improved; A fairer future; and Creative, confident communities.

### Public funding – England

Local councils are eligible to apply for a UK government scheme to compensate councils in England for losses, including losses from museums and cultural assets. All relevant losses, over and above the first 5% of planned income from sales, fees and charges, will be compensated for at a rate of 75p in every pound.

In July 2020, Department for Digital, Culture, Media and Sport announced a £1.57 billion rescue package for cultural and heritage organisations to help them weather the impact of coronavirus. Culture Recovery Fund was administered by Arts Council England, British Film Institute, Historic England, and The National Lottery Heritage Fund, with two organisations in Watford securing the CRF support funds: Watford Palace Theatre and Para Dance UK.



## 5. Next Steps

# Action Plan Town Hall Quarter

Below is a list of actions to progress recommendations for the development of cultural uses and facilities as part Town Hall Quarter masterplan.

Action	Responsible Parties	Timeline	2018-2025 Cultural Strategy	AEA Options Review Recommendation
1 Further develop the vision, mission and programmatic ambitions for the relocated Watford Museum in the north of the town centre.	WBC; Museum Manager	Q4 2020-Q1 2021		✓
2 Test the feasibility of repurposing the Town Hall to accommodate Watford Museum.	WBC; Museum Manager; architects	Q1 2021		✓
3 Test the feasibility of accommodating other cultural uses – creative co-working space, visual arts space, performing arts studio/rehearsal space – in the Town Hall and Colosseum. Consult with key potential users on spatial and fitout requirements.	WBC; CLG; cultural and creative sector stakeholders; architects	Q1 2021		✓
4 Explore the potential use of Colosseum spaces for WPT and other users in the first half of 2021.	WBC, WPT, CLG	Jan 2021		✓
5 Establish action plan for the future of the Colosseum including works to repurpose to increase utilisation through long-term tenancy arrangements, increased programming and community uses during the day, and continuing tenancy agreement with the BBC Concert Orchestra.	WBC; cultural and creative sector stakeholders	Q1-2 2021		✓



## 5. Next Steps

# Action Plan

## Leadership and Governance

Below is a list of actions to progress recommendations of the AEA options analysis and 2018-2025 Cultural Strategy action plan for leadership and governance consolidation and optimisation of strategic oversight of cultural sector in Watford.

	Action	Responsible Parties	Timeline	2018-2025 Cultural Strategy	AEA Options Review Recommendation
1	Convene a workshop to develop the cultural sector leadership oversight and governance model which will be the most appropriate for Watford's cultural organisations.	WBC, CLG, AEA	January 2021 CLG meeting	✓	✓
2	Take steps to implement preferred governance model: agree on objectives and roles; action plan and priorities; budget/resource consolidation; delivery mechanism, responsibilities and timeline for implementing actions 3-6.	CLG, Watford cultural, education and civic leaders, WBC	Q 1-2 2021	✓	✓
3	Review Cultural Strategy progress and monitoring arrangements. Review Funding arrangements and CLG partnership contributions.	WBC, CLG	Q 1-2 2021	✓	
4	Cultural Champions / Cultural Forum: continue to increase membership and regular engagement.	WBC, Pump House, Palace Theatre	2020 onwards	✓	✓
5	Cultural Volunteering: maintain sign-ups and engagement.	WBC, Colosseum, Pump House	2020 onwards	✓	
6	Culture Embedded into local planning policy: Cultural Strategy used as a reference document in local planning policies and is considered in all future developments.	WBC	2020 onwards	✓	
7	Raise profile of Creative Careers: fulfil awareness and access for young people with regards to creative employment possibilities.	HCEP, WBC ( <i>pending HCEP funding</i> ), WPT, West Herts College	2021 onwards	✓	

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## 5. Next Steps

# Action Plan

## Leadership and Governance (continued)

	Action	Responsible Parties	Timeline	2018–2025 Cultural Strategy	AEA Options Review Recommendation
8	Decide the optimal architecture for Watford’s digital presence and develop online platform to represent the cultural sector in consultation with key stakeholders.	WBC, CLG	Q2 2021	✓	✓
9	Develop a business case to consolidate Watford’s place branding (incorporating 2021 review of Destination Management budget by WBC) by merging place marketing and place promotion across the business, cultural and visitor sectors. Ambition enabled by consolidating marketing and promotion budgets key local stakeholders and encompass opportunities to jointly promote Watford with other key stakeholders such as <i>intu</i> , the BID, Warner Bros., Watford Football Club, and others.	WBC, CLG, BID	Q2 2021	✓	✓
10	Create a mechanism for continued community engagement, e.g. regular community meetings, an open online membership network, community surveys.	CLG, Culture Forum, WBC	Q3 2021	✓	✓
11	Set up data collection and analysis of cultural sector indicators.	WBC + all cultural stakeholders in Watford	Q3 2021		✓

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## 5. Next Steps

# Action Plan

## Wider Cultural Infrastructure Support

Most of the actions to support cultural infrastructure provision in Watford below can be progressed simultaneously starting in 2021. Some of these actions – such as improvements to wayfinding, greening, and engagement of the West Herts College students in a creative enterprise at Watford Market – are already underway.

	Action	Responsible Parties	Timeline	2018–2025 Cultural Strategy	AEA Options Review Recommendation
1	Partner with private and public stakeholders to facilitate increased utilisation of built infrastructure for creative uses, specifically landlords of commercial units; vacant retail units at <i>intu</i> .	Individual cultural organisations (incl. WPT) and creative groups; <i>intu</i> management; private landlords; BID	2021 onwards		✓
2	Continue to invest in wayfinding and public realm improvements throughout the town centre. Planning and regeneration and community and environment services to scope town-wide wayfinding project. Greening, softening integrated into the planning briefs.	WBC	2021 onwards	✓	✓
3	Market – further enhancements to design of market, expand market offer, adapt some market units for creative retail and cultural uses. Launching creative space and enterprise for the West Herts College students.	WBC	2021-2022	✓	✓
4	Provide creative community space – explore opportunities and sites to accommodate artist/creative workspace.	WBC, Amanartis, cultural sector stakeholders	2021 onwards	✓	✓
5	Complete masterplan for the redevelopment of Watford Palace Theatre building	WPT	April 2021		✓
6	Adapt a space in town centre for scenic workshop and store	WPT	Q1-Q2 2021		✓
7	Update and maintain the Pump House building	Pump House, WBC	2021		✓



## 5. Next Steps

# Action Plan

## 2018–2025 Cultural Strategy Actions

This list summarises actions set out by the 2018-2025 Cultural Strategy. While those are not specifically addressed in the AEA's options analysis, these actions have been initiated or are planned to deliver on the goals and ambitions set out by the current cultural strategy.

	Action	Responsible Parties	Timeline	Status
1	Watford Fringe	Pump House; CLG; Cultural Forum	2020 onwards	Delivered in 2019 and in 2020 (albeit stripped back), planned for 2021 onwards
2	Watford Film Festival	WBC, Pump House	2020 onwards	Delivered in 2019; 2020 postponed to 2021 due to COVID-19
3	Cultural Chronicle (printed publication)	WBC, Cultural Forum	2020 onwards	On hold due to COVID-19
4	Deliver Digital Heritage Trail	WBC, Museum Manager, Dallas-Pierce-Quintero	2020-2021	Delayed due to COVID-19
5	Explore and discuss Heritage Strategy options	WBC, Museum Manager, Dallas-Pierce-Quintero	2020-2021	Delayed due to COVID-19
6	Deliver BIG events	WBC and contractors	2020 onwards	Planned to take place in 2021, subject to COVID-19 restrictions
7	Imagine Watford festival	Watford Palace Theatre, WBC	2020 onwards	Planned to take place in 2021, subject to COVID-19 restrictions
8	Music festival	WBC, Cultural Forum	2020 onwards	Variety of music events planned subject to COVID-19 restrictions
9	Develop and deliver Public Art Strategy	WBC	2020 onwards	Evolved and incorporated into wider Wayfinding and Public Art Strategy
<b>Hertfordshire-wide initiatives</b>				
10	Deliver Hertfordshire Year of Culture	WBC, Cultural leaders, Community Arts Forum	2020-2021	Launched in Jan 2020; Legacy plan tbc
11	Herts Cultural Education Partnership (HCEP)	HCEP, WBC, Royal Opera House Bridge	2020-2022	To be delivered over next 2 years



# APPENDICES

- A. Tracking Recommendations Against Previous Strategy Documents
- B. Watford Cultural Strategy 2018–2025 Summary
- C. List of Materials Consulted
- D. List of Consultees
- E. Audience Agency Segmentation for Watford
- F. Museum Benchmarks
- G. Museum Spatial Requirements
- H. Detailed Case Studies
- I. Feedback from Cultural Leaders Group review (November 2020)



# A. Tracking Recommendations Against Previous Strategy Documents

The table below tracks where AEA’s proposed recommendations have already been a key topic in Watford’s previous cultural strategies produced in 2009, 2011 and 2018. With one exception – improved data collection and analysis – all of our recommendations have appeared in at least one previous strategy document.

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	Recommendation	2009 Town Centre Cultural Study	2011 Cultural Plan	2018-25 Cultural Strategy
<b>1. Town Hall Quarter</b>	1.1 Regenerate the north of the town centre through public realm interventions, commercial and cultural uses (the reimagined Colosseum, potential addition of the re-located Watford Museum, and current Watford Central Library).			
	1.2 Identify appropriate approach and potential partners to repurpose the Town Hall, Colosseum and any other available sites to provide a creative workspace offer as part of Town Hall Quarter cultural offer. As part of this test the feasibility of leasing space within the Town Hall/Colosseum.			
	1.3 Increase utilisation and animate the Colosseum building to create a vibrant cultural centre for Watford.			
	1.4 Update museum programme and displays to make museum fit for future and investigate the feasibility of re-locating to a repurposed space in the Town Hall as part of the Town Hall Quarter project.			
<b>2. Leadership and Governance</b>	2.1 Develop a governance structure including key stakeholders for coordinated strategic oversight of cultural sector including planning, programme development and delivery of cultural activities.			
	2.2 Deepen community engagement through regular and consistent dialogue with residents and creative practitioners.			
	2.3 Improve data collection and analysis to drive better returns on cultural investments.			
	2.4 Develop a centralised communications platform to promote Watford's cultural sector to residents and visitors – either by repurposing an existing website/brand or creating a new one.			
	2.5 Investigate other opportunities for shared services and co-efficiencies.			
	2.6 Continue the Council's support of at-risk cultural venues and organisations including grassroots music venues and talent by supporting fundraising efforts and liaising with national lobbying and funding organisations.			
<b>3. Wider Infrastructure Support</b>	3.1 Seek funds and mechanisms to improve, update and animate existing infrastructure including Pump House Arts Centre and Watford Palace Theatre. This includes necessary repairs and improvements and the potential extension of the Watford Palace Theatre to accommodate more space for rehearsals and small-scale performances, community use and an office/green room.			
	3.2 Consider adaptive re-use of vacant buildings in Watford for creative activities such as galleries and studio space, workspace, rehearsal space, exhibition/bespoke retail, led by private and not-for-profit initiatives.			
	3.3 Continue to enhance public realm, wayfinding and outdoor social & event spaces to increase connectivity, attractiveness and footfall and facilitate greater cohesion of public spaces and cultural venues.			



# B. Watford Cultural Strategy 2018-2025

## Actions Summary (Page 1 of 3)

The table below summarises the action plan produced as part of the Watford Cultural Strategy 2018-2025. WBC has since adopted these actions into its planning, each completed to varying degrees.

5 Steps in Cultural Development	Focus Areas	Short Term Actions	Medium Term Actions	Long Term Actions
<b>1. Preparing the Soil: Physical Watford</b> <i>Drawing out Watford's character &amp; creating the right conditions to support a diverse cultural offer</i>	1.1 Heritage & Character 1.2 Distinct Neighbourhoods 1.3 Wayfinding 1.4 Greening, softening & animating	Commission a digital trail to draw out Watford's heritage stories, and attract audiences and aid wayfinding	Commission a family of permanent heritage inspired art, design + greening interventions within the public realm including at key gateways and unloved spaces and to aid wayfinding	Integrate bespoke creative landscaping and street design throughout all new public realm development & planning policy to build Watford's identity as a creative destination
		Produce a Public Art Strategy & Plan		
<b>2. Sowing Cultural Seeds</b> <i>Creating the conditions for diverse culture, creativity and creative enterprise to grow</i>	2.1 The Market & Meanwhile Uses 2.2. Creative Workspaces 2.3 Creative Community & Exhibition Space 2.4 Maximising existing offers	Reposition New Watford Market as a creative enterprise & food hub with a seasonal night-time creative social offer (& heat lamps)	Identify an existing or new build space with a café in or close to the town centre - for creatives and wider community to make, present and sell work, learn skills, 'have a go' and network	
		Establish a detailed plan for the redevelopment of Watford's key cultural infrastructure Watford Museum / Watford Palace Theatre / Production Space / Pump House Theatre and Arts Centre / Watford Colosseum	Identify how to provide one or more teen youth focused space/activity in the town centre e.g. youth focused café, teen shelter, alcohol-free club evenings, outdoor silent disco	

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# B. Watford Cultural Strategy 2018-2025

## Actions Summary (Page 2 of 3)

The table below summarises the action plan produced as part of the Watford Cultural Strategy 2018-2025. WBC has since adopted these actions into its planning, each completed to varying degrees.

5 Steps in Cultural Development	Focus Areas	Short Term Actions	Medium Term Actions	Long Term Actions
<b>3. Nurture &amp; Support Growth</b> <i>Creating opportunities for cultural and creative participation and production to flourish</i>	3.1 Festivals & Cultural Events 3.2 Creative Careers & volunteering	Develop and establish a Watford Film Festival as a key date in Watford's cultural calendar – to develop talent and attract footfall to Watford (bringing together the Short Film festival and the Young Film Festival) and consolidate Watford's strength in film	Participate in Herts Year of Culture 2020  Building on Hertfordshire's Cultural Education Partnership, devise & pilot a plan to create more opportunities for young people in Watford to access local culture, raise awareness of creative careers, develop creative skills & access to workplace experience	Increase opportunities for young people in Watford to access local culture, raise awareness of creative careers, develop creative skills & access workplace experience
		Develop Watford Fringe as a hotbed of local creative talent for all ages, across the Borough - ensuring wide appeal and, including fund-raising to support local talent with a high quality creative event at the heart		
		Create opportunities for cultural volunteering		
		Build on Watford as a place of emerging music. Encourage & support local grassroots, professional and community initiatives including schools, orchestras, bands and choirs via, for example, Own The Stage and Record Store Day		

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# B. Watford Cultural Strategy 2018-2025

## Actions Summary (Page 3 of 3)

The table below summarises the action plan produced as part of the Watford Cultural Strategy 2018-2025. WBC has since adopted these actions into its planning, each completed to varying degrees.

5 Steps in Cultural Development	Focus Areas	Short Term Actions	Medium Term Actions	Long Term Actions
<b>4. Attract Pollinators</b> <i>Encouraging new audiences &amp; promoting creative Watford</i>	4.1 Cultural Narrative: Watford Production House 4.2 Communications	Align the Destination Branding and Management Strategy with the Cultural Strategy & ensure culture is at the heart	Develop Cultural Champions and Ambassadors	
		Devise and implement a plan to enhance communications about culture in Watford		
		Commission public creative projects to promote local cultural events – e.g. a seasonal printed ‘Watford Culture Chronicle’ and bespoke culture information panels with changing information		
		Produce a young people’s guide and resource about culture and creativity in Watford		
<b>5. Encourage Self Seeding</b> <i>Ensuring Watford’s cultural future</i>	5.1 Planning for Culture 5.2 Governance & Partnerships	Refresh Governance to support effective delivery of the Cultural Strategy	Embed culture within Watford Council’s local planning policy to generate enhanced public realm, more affordable creative space and funding for local activities	Review the Cultural Strategy against progress to plan ahead
		Plan for a digital future by harnessing technology to increase access to Watford		

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# D. List of Consultees

Organisation	First Name	Second Name
Amanartis	Amma	Gyan
Arts Council	Sam	Worboys
Arts Development Manager WBC	Lewis	Butler
Arts Development Manager WBC	Laura	Horn
BBC Concert Orchestra	Andrew	Connolly
Dallas-Pierce-Quintero	Juliet	Quintero
Electric Umbrella	Mel	Boda
Everyone Active (SLM)	Gary	Foley
Hertfordshire Library Services / Herts County Council	Taryn	Pearson-Rose
Hertfordshire Library Services / Herts County Council	Russel	Barrow
Herts Inclusive Theatre	Caroline	Stevens
Horns	Jane	Gilles
intu	Charlie	Griffiths
intu	Vicki	Costello
intu	Leigh	Brooks
Little Cassiobury	Alex	Macgregor Mason
Little Cassiobury	Cheryl	Gardner
Momentum Performing Arts Academy	Ben	Darmanin
Pryzm (Deltic Group)	Adrian	Swain
Pump House	Sharon	Gaffney
Rifco Arts (AD, CEO)	Pravesh	Kumar
Rifco Arts (ED)	Jenny	Roberts
The Dan Tien	Amy	Lazzerini
Vibe FM	Howard	Groves
Visit Watford	Andrew	Kirby
Warner Bros. Entertainment Inc.	Dan	Dark
Watford Area Arts Forum	Helen	Nicell
Watford BID	Maria	Manion
Watford Chamber of Commerce	Chris	Luff
Watford Chamber of Commerce	Saffron	Johnson

Organisation	First Name	Second Name
Watford Chaplaincy	Frances	Novillo
Watford Football Club	Stuart	Timperley
Watford Museum	Sarah	Priestley
Watford Palace Theatre	Brigid	Lamour
Watford Palace Theatre	Samantha	Ford
Watford Palace Theatre	Jamie	Arden
WBC - Events Manager	Helen	Smith
WBC - Head of Leisure and Environmental Services	Chris	Fennell
WBC - Head of Parks, Heritage and Culture	Paul	Rabbitts
WBC Leadership Team: Donna Nolan Alan Gough Kathryn Robson Andrew Cox		
West Herts College	Chris	Pearson
West Herts College	Gill	Worgan



# E. Audience Agency Segmentation for Watford

Audience Spectrum Segment	Description	Watford		Hertfordshire	
		Count	%	Count	%
Experience Seekers	An important and significant part of urban arts audiences, these highly active, diverse, social and ambitious singles and couples are younger people engaging with the arts on a regular basis. Students, recent graduates and in the early to mid-stages of their careers, they live close to city centres, have easy access to and attend a wide variety of arts, museums galleries and heritage. Interests cover mainstream, contemporary and culturally diverse offers and attending is at the heart of their social lives. They are mostly in search of new things to do and have disposable income to spend on a variety of leisure activities like sports/arts memberships and frequent visits to cafes, bars and restaurants. Digitally savvy, they will share experiences through social media on their smart phones	23,337	24%	121,805	13%
Commuterland Culturebuffs	Affluent and settled with many working in higher managerial and professional occupations. Commuterland Culturebuffs are keen consumers of culture, with broad tastes but a leaning towards heritage and more classical offerings. Mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort, they are willing to travel and pay for premium experiences, their habits perhaps influenced by commuting. Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning opportunities for older children. They tend to be frequent attenders and potential donors.	22,339	23%	256,437	27%
Dormitory Dependables	A significant proportion of audiences are made up of this dependably regular if not frequently engaging group. Most live in suburban or small towns and show a preference for heritage activities, alongside popular and more traditional, mainstream arts. Many are thriving well off mature couples or busy older families; life stage coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family outing than an integral part of their lifestyle.	18,345	19%	228,332	24%
Facebook Families	Arts and culture play a very small role in the lives of this younger, cash-strapped group living in suburban and semi-urban areas of high unemployment. They are the least likely to think themselves as arty, while less than a third believe that the arts is important. Nevertheless, they do go out as families: cinema, live music, eating out and pantomime.	10,997	11%	91,770	10%

Audience Spectrum Segment	Description	Watford		Hertfordshire	
		Count	%	Count	%
Home & Heritage	Conservative in their tastes, this more mature group appreciates all things traditional: a large proportion are National Trust members, while classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with the cultural activity available to them in their locality. They look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events	5,582	6%	57,739	6%
Up Our Street	Living reasonably comfortable and stable lives, Up Our Street engage with popular arts and entertainment and museums, and are also visitors of heritage sites. Many are older and have some health issues, living on average or below average household incomes, so access in all its forms can be an issue. Modest in their habits and in their means, value for money and low-risk are important factors in leisure decision making.	4,968	5%	34,687	4%
Heydays	Heydays are the group least likely to attend arts or cultural events, believing that the arts are no longer as important or relevant to them as perhaps they once were. Many live in sheltered or specially adapted accommodation for older people, and are excluded from many activities due to a raft of health, access and resource barriers. If they do engage this is likely to be participatory such as craft and knitting, painting, reading and writing activities organised by their sheltered housing, church group or community library.	2,895	3%	20,012	2%
Kaleidoscope Creativity	Characterised by low levels of cultural engagement despite living in and around city areas where plenty of opportunities are within easy reach. A great mix of people comprise this segment with a wide range of ages, living circumstances, resources and cultural backgrounds all living cheek-by-jowl. Low incomes and unemployment can present barriers to accessing some cultural provision. Nevertheless, two thirds do engage with more popular and accessible culture annually, some of this in the local community and outside the mainstream. Free, local events like outdoor arts, festivals and carnivals may appeal, and so might popular offerings like musicals and music events.	2,025	2%	24,293	3%
Metroculturals	Prosperous, liberal urbanites, Metroculturals choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, more engage with the arts and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture.	195	0%	15,138	2%



# F. Museum Benchmarks

## Attendance

Museum	City	2019
Hertford Museum	Hertford	26,740
Stevenage Museum	Stevenage	18,780
Watford Museum	Watford	10,485
Bishop's Stortford Museum	Bishop's Stortford	9,413
St Albans Museum + Gallery	St Albans	330,000
Bucks County Museum	Aylesbury	93,270
North Hertfordshire Museum	Hitchin	Avg of 1000/week
Wardown House	Luton	77,832
Bushey Museum	Bushey	
	<i>Average</i>	71,911
	<i>Median</i>	22,760
	<i>Watford Museum median comparison %</i>	-54%



# F. Museum Benchmarks

## Capital Costs

Name	Location	Project Status	Size (sq. m.)	Capital cost (£)	Cost per sq. m. (£)
Blackpool Museum	Blackpool	Announced	2,500	13,000,000	5,200
The Amelia	Tunbridge Wells	Announced	4,000	13,200,000	3,300
Quentin Blake Centre for Illustration	London	Announced	1,100	8,000,000	7,273
Danum Gallery, Library and Museum	Doncaster	Announced	4,580	15,000,000	3,275
The Silverstone Experience	Northampton	Completed	4,000	20,000,000	5,000
Windermere Jetty Museum of Boats, Steam and Stories	Windermere	Completed	3,500	20,000,000	5,714
British Museum Archaeological Research Collection	Berkshire	Announced	15,628	64,000,000	4,095
V&A Dundee	Dundee	Completed	8,500	80,000,000	9,412
Royal Air Force Museum	London	Completed	5,200	8,580,000	1,650
Victoria & Albert Museum Collections and Research Centre	London	Announced	15,000	22,000,000	1,467
Aerospace Bristol Museum	Bristol	Completed	3,200	20,592,000	6,435
Postal Museum	London	Completed	2,787	28,158,000	10,103
<i>Average</i>			5,833	26,044,167	5,244
<i>Median</i>			4,000	20,000,000	5,100

# G. Museum Spatial Requirements

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Space	Current sqm allowance	Proposed min. sqm allowance	Indicative sqm for expanded programme	Notes
Visitor reception	*	30	40	Increased to allow for increased attendance (up to 90,000 p.a.)
Shop	32	30	40	Increased to enhance income generation
Café	*	25	50	Increased to enhance income generation
Temporary exhibition	*	60	300	Increased to accommodate travelling exhibitions and rentals
Events space	N/A as not enough room for a dedicated events space.	60	80	Increased to accommodate different events formats and rentals
Resource room	12	20	30	Increased to accommodate higher attendance and enhanced usability as study room
Learning space	62	70	70	Able to accommodate one class size
Museum stores	157	467	450	Storage requirements are high vis a vis exhibition space therefore active collections management and rationalisation is recommended
Offices	102	102	150	Increased to accommodate larger staff necessary to manage expanded programme
Permanent displays	340	400	600	Increased to accommodate larger interactive exhibits with higher percentage of objects on display
<b>TOTALS</b>	<b>782</b>	<b>1,264</b>	<b>1,810</b>	

The proposed minimum spatial requirements for Watford Museum (1,264 sq. m.) were developed by WBC in July 2019. This is considered the minimum space required to deliver a programme similar to that which is already being delivered at Watford Museum, but with modest adjustments for proper storage space, education facilities, events space etc.

The indicative spatial requirements for an expanded programme (1,810 sq. m.) are intended to provide some basis from which to consider the spatial implications of an expanded programme (e.g. touring exhibitions, academic lectures, film screenings) and larger permanent exhibition space which would enable around 10% of the existing collection to be on display (currently only 2% are exhibited). More work is required to define the scope and ambitions of the relocated museum and therefore the necessary space to accommodate it.

All areas are net internal areas and exclude toilets, general store cupboards, plant spaces, corridors and outdoor spaces.

\*77sqm was the total size of the entrance, café and temporary exhibition space. This space was limited in size due to the nature of the building boundaries.



# APPENDICES

## H. Detailed Case Studies



# Creative Folkestone

## Overview

Established in 2002, Creative Folkestone is a charity dedicated to transforming the town of Folkestone through culture and creativity. It is an example of a regeneration program with culture and artistic production at its core, seeking to make an attractive environment for arts practitioners and change the image of Folkestone in the process. It does this through the provision of artist live and workspace, events, festivals, public art, and learning and engagement activities.

The charity's objectives, as set out in its governing documents are:

*The fostering of knowledge and appreciation of art, music and literature; the relief of poverty by assisting individuals who are in need, in particular by assisting artists to become self-supporting through their art; the provision of facilities in the interests of social welfare for the inhabitants of Folkestone and the surrounding district; the promotion of regeneration in areas of social and economic deprivation.*

The charity was founded by local businessman Sir Roger de Haan who, having sold Saga Group for £1.35 billion in 2004, committed to Folkestone's regeneration. This followed a prolonged period of neglect after the opening of the Channel Tunnel in 1994, which had a significant impact on local jobs and prosperity as tourism declined. The Roger De Haan Charitable Trust (RDHCT) has since invested significantly in the town and wider area, including Creative Folkestone programmes and infrastructure. For example, more than £60 million has been invested in developing and refurbishing the Creative Quarter, which is based around the town's old High Street and largely comprises businesses – like art galleries, craft shops, architects' offices, marketing agencies and design studios – owned and staffed by creatives.



Image: Creative Folkestone Official Website.



# Creative Folkestone

## Programming & Activities

Creative Folkestone's activities can be divided into four primary areas: property; public art; festivals and events; arts complex; and learning and engagement.

### Property

Creative Folkestone manages a portfolio of 90 properties in the town's Creative Quarter located in the town centre. RDHCT has provided the funds to acquire and repair, refurbish or in some cases rebuild, many of these buildings which were previously in a state of serious disrepair or derelict. Once completed, the buildings are transferred to the control of Creative Folkestone on 125-year leases at peppercorn rents. Properties are rented as work or living space to tenants engaged in a wide range of creative occupations, from artists and writers to digital media, photographers and film makers. Currently, the area is populated by a community of over 500 artists and creative industries.

### Public Art

Through its public art initiative, Folkestone Artworks, Creative Folkestone has installed 74 works by 46 artists throughout the town. This includes work by Tracey Emin, Anthony Gormley and Yoko Ono, and many others, including many site-specific works created in response to their environment. A visitor centre, free guided tours, and four suggested walking routes help visitors to enjoy the collection to its fullest. The collection continues to grow as more works commissioned for the Folkestone Triennial are added every year. It is the largest urban outdoor exhibition of contemporary art in the country.

### Festivals and Events

The town is animated by three regular events:

- Folkestone Triennial: Started in 2018, the Triennial invites artists to exhibit sculptural works in public spaces. Around 20 new artworks are commissioned every year, many of which become permanent. The format was inspired by Münster (Germany), Echigo-Tsumari (Japan) and Santa Fé (New Mexico).
- Folkestone Book Festival: a 10-day festival that brings celebrated authors to speak in Folkestone. It first started in 1982.
- Open Quarter Festival: a 10-day event that includes networking, talks, performances, on-street, theatre, live music, workshops, exhibitions and open studios led by Creative Quarter tenants.

### Arts Complex

The Quarterhouse is a multidisciplinary arts centre in the heart of the Creative Quarter. The project, located in a former builder's yard, was funded by RDHCT and designed by architect Alison Brookes. Its programme includes comedy, music, film, festival, theatre, circus, dance and live-screenings of NT Live and ROH Live. In 2018/19, 367 performances took place with 21,656 tickets sold.

### Learning and Engagement

The charity also offers various family drop-ins and school workshops, artist talks and workshops as part of its festivals programming. This is a growing area of focus.



# Creative Folkestone

## Physical & Digital Infrastructure

Creative Folkestone's physical assets are clustered in the Creative Quarter on, and around, the Old High Street. Here, it currently owns 90 properties, split into 240 business and residential units. These comprise around 60 shops, 60 flats and 120 offices or artist studios. The majority of these are rented to creatives, with the exception of some facilities offering food, drink or educational facilities. Together they constitute a diverse mix of artists, film-makers, designers, photographers, boutiques, specialty food shops, etc.

Most units are rented at market rates, with a small number subsidized to support recent graduates and new businesses. Business are required to be open from Wednesday to Saturday (at a minimum), and occupancy levels are almost 100%, creating a hive of cultural activities that attracts both residents and visitors.

Other physical infrastructure owned by Creative Folkestone includes the Quarterhouse arts hub, where they have their offices; Block 67, a community arts space, and Glassworks. Glassworks is currently being developed into a digital hub called digital:glassworks to meet the demand for technology companies and create new business opportunities with the cultural sector. There are currently 19 tenants occupying about one third of the available space which is being converted into small office spaces and communal hot-desking areas. The project is supported with funding from a variety of sources, including the Heritage Lottery Fund via the Great Place, the Scheme South East Creative Cultural and Digital Support programme, and the EU Interreg North Sea Region programme.

In 2019, the Creative Folkestone was re-named (formerly the Creative Foundation) and launched a new brand identity. This included the development of a new website that replaced six existing websites, bringing together the charity's output under one platform. Website content includes:

- Information relevant to all core projects: Creative Quarter, Quarterhouse, Folkestone Artworks, Book Festival and Folkestone Triennial;
- Comprehensive event listings and calendar (with tickets available to purchase);
- Listings for all tenants in the Creative Quarter;
- Details for flats, studios/retail or office spaces available to rent;
- Relevant news and developments;
- Join and Support page including details for membership, donations, corporate sponsorship, grants and volunteering.

The new brand was also rolled out across all signage in Quarterhouse, at Glassworks and Folkestone Artworks.



# Creative Folkestone

## Governance & Organisational Structure

Creative Folkestone is an independent arts charity founded in 2002. Its key management personnel are its Board of Trustees and Chief Executive. The Board is supported by four sub-committees who oversee Management, Visual Arts, Performing Arts and Creative Quarter Regeneration.

In 2019, there were 22 staff members on average, working across the following functions:

- Creative Quarter: 2
- Development: 2
- Marketing: 3
- Learning and engagement: 1
- Management and administration: 5
- Quarterhouse: 3
- Visitor Experience: 6

The local council supports Creative Folkestone in various ways. In addition to financial support, they have kept business rates reasonable for start-ups and small concerns and maintain modest car parking costs, which is vital for attracting visitors to spend some time in the town. For example, car parking is free in the weekends leading up to Folkestone's Book Festival.

Other partner organisations and initiatives include:

- Arts Council England: since April 2018, Creative Folkestone has been recognized as a National Portfolio organisation.
- Great Place Scheme: funded by the National Lottery Heritage Fund and supported by ACE, Artsworld, the South East Bridge, Kent County Council and Christ Church Canterbury University, with Historic England.
- South East Creatives, a business development programme supporting the growth and sustainability of the creative, cultural and digital sectors in the South East.
- Culture Kent, a cross arts and tourism project that aimed to promote Kent as a national and international cultural destination, running from 2014 to 2017.
- England's Creative Coast, a public art project designed to connect arts organisations across, Kent, Essex and Sussex (postponed until Spring 2021).



# Creative Folkestone Business Model

## Income

Creative Folkestone has benefited enormously from the support of the RDHCT which, in total, has invested approximately £42 million to the arts and creative industries, including major renovations in the Cultural Quarter.

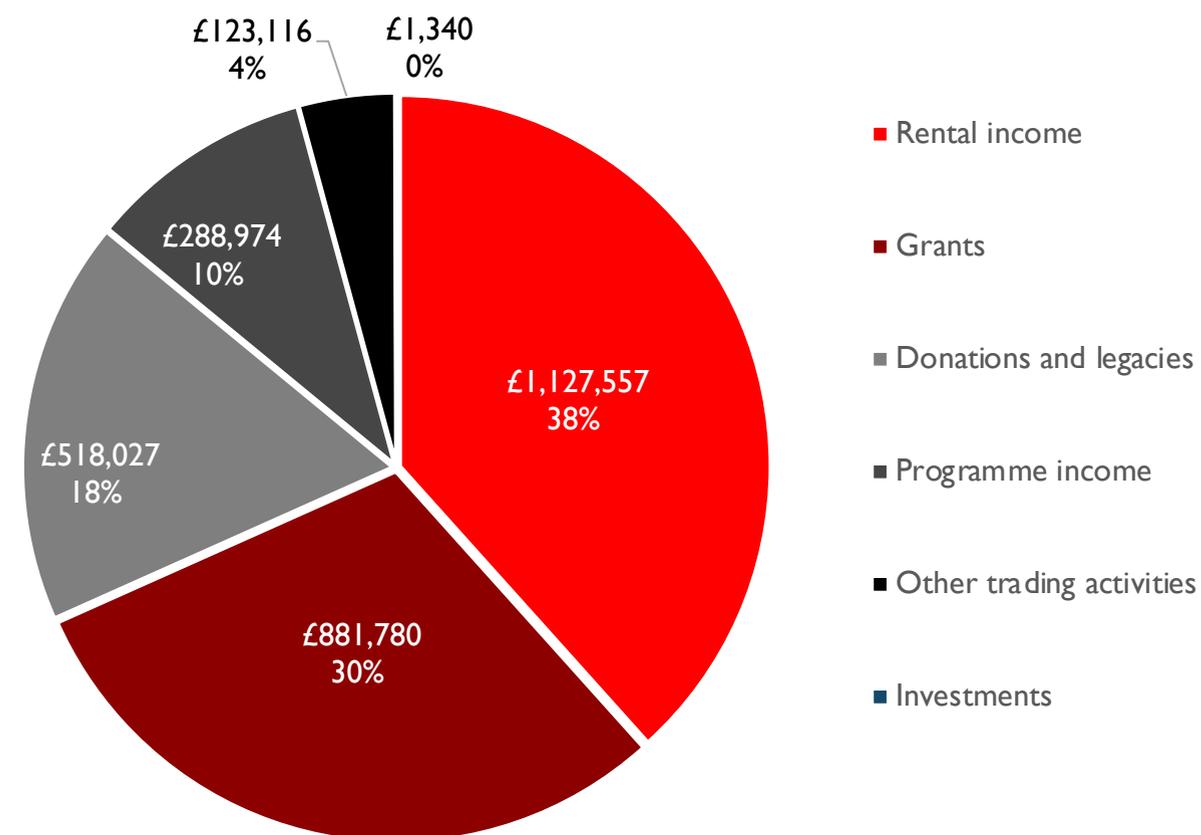
Over time, the organisation has become less reliant on RDHCT by diversifying its income. In 2019, it raised £2.9 million income, a large proportion of which (38%) was derived from property rentals. Grants were also significant, including contributions from Arts Council England, Folkestone and Hythe District Council, Kent County Council, Folkestone Town Council, Interreg Europe and South East Creative.

In March 2019, Creative Folkestone launched a membership programme that offers discounts on performances and in selected shops, cafes and restaurants; access to members only events and newsletters; and acknowledgement on the Creative Folkestone website.

## Expenses

Creative Folkestone's operating costs are primarily associated with its programmatic activity. In 2019, direct costs associated with programming was £2.2 million. Other costs included finance, admin and other support costs (£640,000), grants payable to artists (£36,796) and trading activities (£50,932). Total operating expenditure amounted to £2.9 million.

Creative Folkestone Income Distribution, 2019



# Creative Folkestone

## Learnings

**Artists and creatives encourage visitors – but only if they're visible:** Many would be happy simply to paint or create all day, but we build into the lease certain responsibilities – like a minimum number of hours during which shops and galleries need to be open and staffed, and weekend opening is encouraged at busy times, like the Triennial.

**Build gradually but deliberately:** In 2008, Creative Folkestone opened buildings, including the Quarter House, and also launched the Folkestone Triennial. This was followed by the economic downturn which meant that properties were vacant for some time. Chief Executive Alastair Upton says the lesson learned is to spread development over several years, minimizing risks and making the process less stressful.

**Strong leadership has an important catalyzing effect:** Be as inspirational as you can in presenting your vision to people, as you'll need to encourage them to take a long term view. You'll need a powerful voice – be it an individual like Roger De Haan or a visionary council – to champion the project through thick and thin.

**Diversity creates opportunities for collaboration and innovation:** There is some synergy in building between the various businesses in the Creative Quarter; for example, a local web designer builds websites for up-and-coming local business.

**Grow cross-sector partnerships:** Creative Folkestone has built strategic partnerships with a range of organisations, including visitor attractions, retail, transport, and hotels. Visit Kent has also helped to broker fruitful partnerships with

Southeastern Railways and DFDS Ferries – enabling Creative Folkestone to run workshops on DFDS Ferries and have a pop-up presence at St Pancras International engaging London audiences and Kent commuters, and leading to subsequent successful collaborations with Southeastern.

**Consider the needs of existing residents in addition to visitors:** Some of the wider regeneration funded by RHDCT has attracted criticism as it is perceived to benefit primarily newcomers and visitors rather than existing residents. For example, only eight percent of the new development's housing stock will be classed as affordable. There is also a risk that, as property and other amenities become more expensive, the artists that were instrumental in the regeneration of the town will be pushed out.

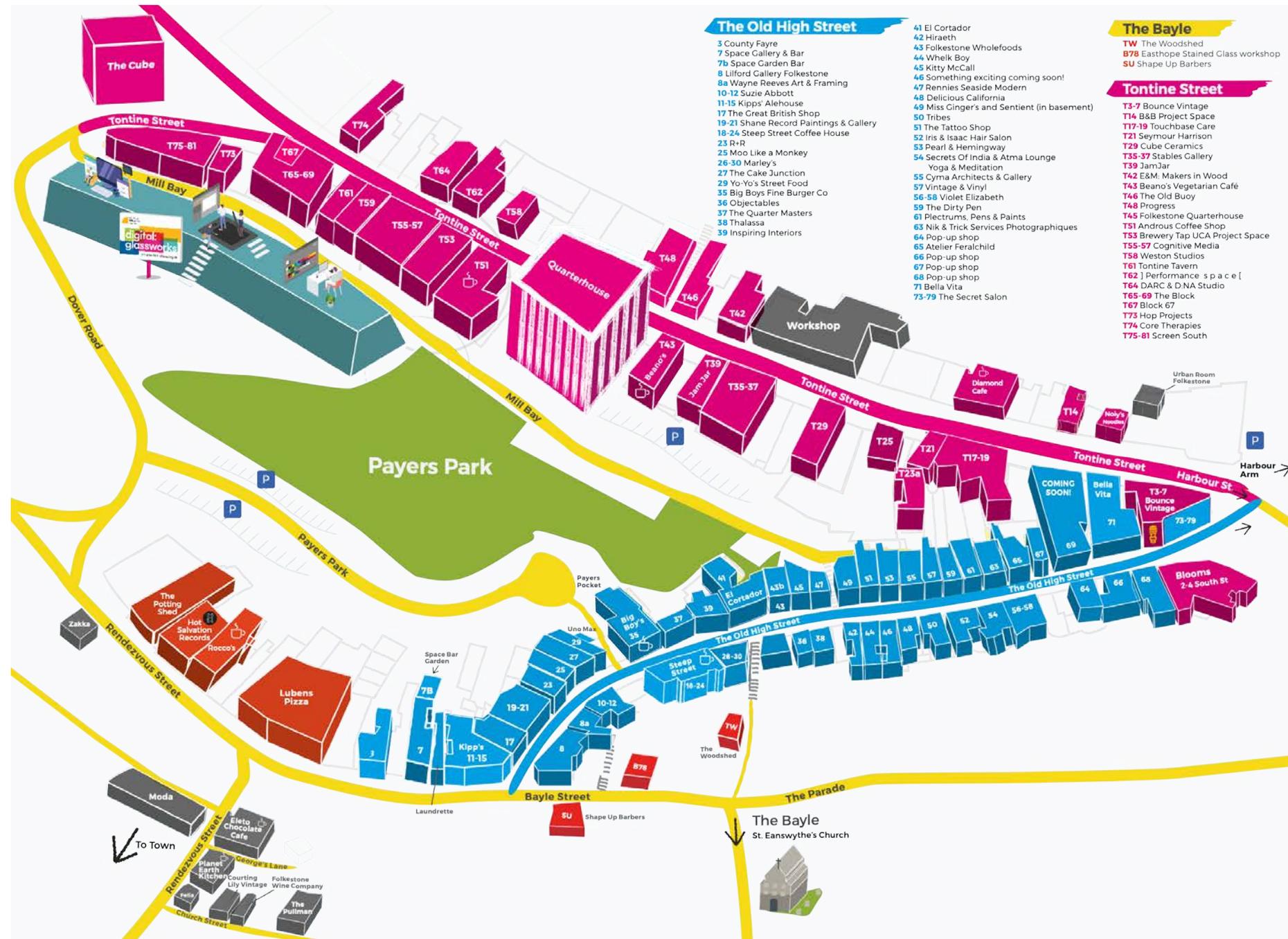
**Consistent branding and communications:** with the re-naming of the charity, Creative Folkestone rebranded to ensure all visual communications are clear and consistent. In addition to wayfinding, this included consolidating six websites into one platform for all Creative Folkestone activities.

**Focus on customer experience:** A new visitor centre was recently realised at the Quarterhouse and a new Visitor Experience team has been established. Staff have undergone training to create a welcoming and comfortable atmosphere for visitors and to give visitors insight into the artworks and encourage membership and donations.



# Creative Folkestone

## Map



# Waltham Forest (London Borough of Culture 2019)

## Overview

Waltham Forest was the Mayor's first ever London Borough of Culture in 2019. The Mayor's objectives for the award were to bring Londoners of all ages and backgrounds together by placing culture firmly at the heart of local communities. Throughout 2019, more than 1,000 projects, events and cultural activities formed the programme for Waltham Forest's London Borough of Culture year, created with over 800 artists and creative organisations.

The programme included visual and performing arts events, multi-arts festivals, grant-making for local cultural events and infrastructure improvements, new cultural infrastructure development, schools engagement and workshops, 1:1 surgeries and support for creatives, etc. Key achievements over the course of the year included:

- Over 1,000 events, workshops, installations, exhibitions, tours and trails took place across each of the borough's wards
- Over 500,000 visits to cultural events and activities in the Borough
- Over 1,000 Legends of the Forest volunteers recruited to support events, workshops and performances
- 100% of Waltham Forest schools engaged with the programme
- 81% of audience members agreed that the event they attended made them feel that Waltham Forest welcomes everyone
- Over £1 million raised through sponsorship and fundraising, with ongoing relationships with partners and investors



Image: Waltham Forest London Borough of Culture Twitter

# Waltham Forest (London Borough of Culture 2019)

## Programming & Activities

The programme was co-designed with local communities and sought to be as inclusive as possible. Activities took place throughout the year, with 11 major 'hero' events punctuating the annual calendar. Activities were developed around three core themes:

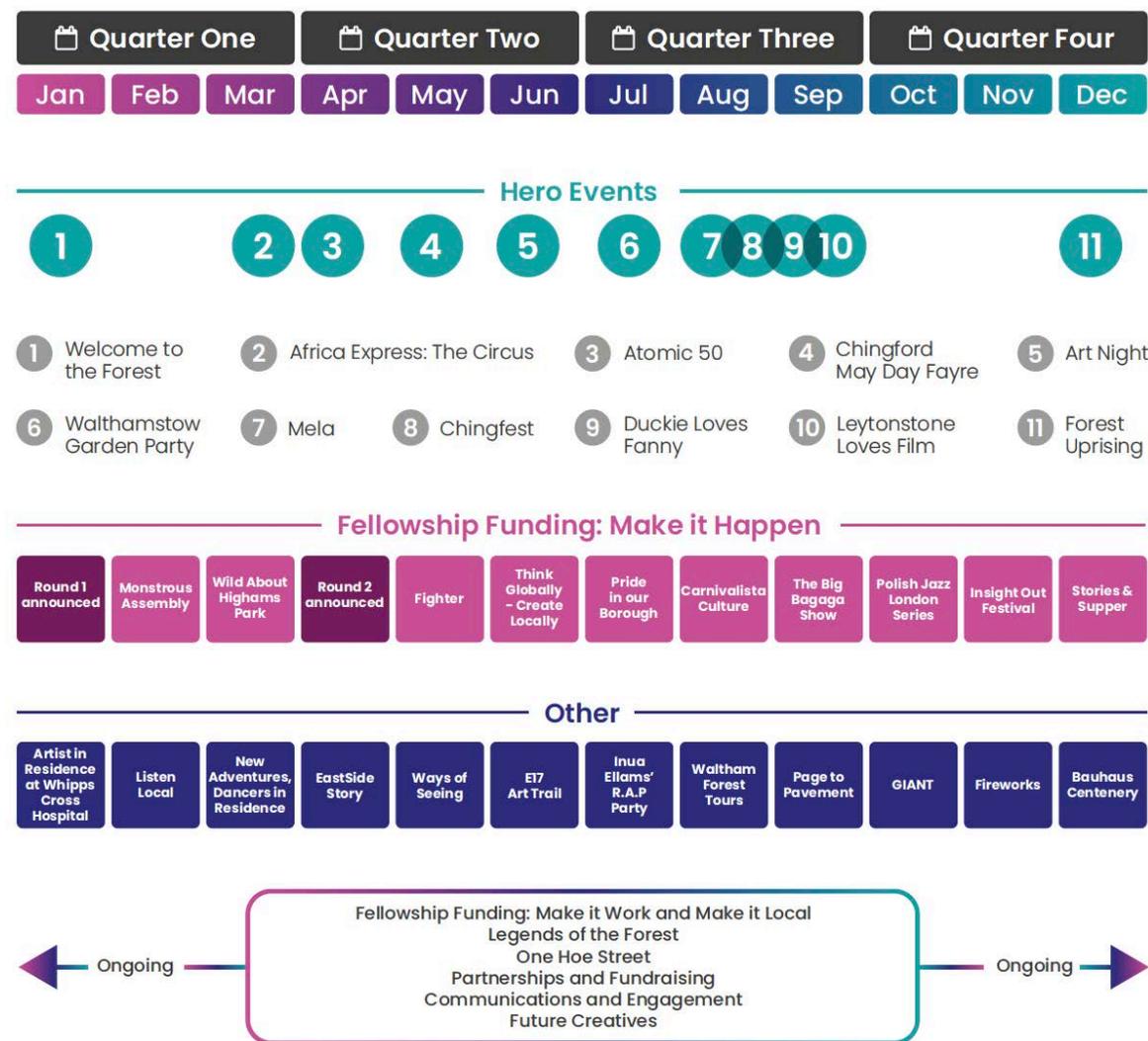
- 'Makers' reflected the manufacturing history of the Borough and its future prosperity in the creative industries;
- 'Radicals' highlighted that we needed to experiment and look at different approaches as both a Council and as a Borough to improve residents' quality of life; and
- 'Fellowship' reflected the ambition to develop of a meaningful and inclusive programme, with long-lasting impact for communities.

Programmatic activities included visual and performing arts events, multi-arts festivals, grant-making for local cultural events and infrastructure improvements, new cultural infrastructure development, schools engagement and workshops, 1:1 surgeries and support for creatives, etc. See right for main programme highlights.

Five aims, or 'step changes', were defined against which to measure the impact of the programme. These aims, the target outcomes and impact highlights are summarised on the following page.

Going forward, activities will be cantered around three priorities: culture as our identity; culture as a bond; and culture as a catalyst for the future.

### Main Programme Highlights



# Waltham Forest (London Borough of Culture 2019)

## Programming & Activities Summary Table

Aims	Target Outcomes	Impact Highlights
<p><b>Culture as our identity:</b> a catalyst for developing a more ambitious cultural offer – putting Waltham Forest on the map as a premier location for cultural experiences with a sustained visitor economy</p>	<ul style="list-style-type: none"> <li>Raising our profile</li> <li>Boosting the local economy</li> <li>Raising pride in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>Over £4.1 million spent in the local area by audiences across 10 hero events</li> <li>Over 500,000 visits to cultural events and activities in the Borough</li> <li>Over £1.1 million generated in external funding and investment in the programme</li> </ul>
<p><b>Culture on every corner:</b> hyperlocal activities created by and for communities in local neighbourhoods. We'll experiment with non-traditional spaces, as venues and identify where creative individuals and organisations can connect them to communities.</p>	<ul style="list-style-type: none"> <li>Involving everyone, everywhere</li> <li>Embedding culture in the community</li> </ul>	<ul style="list-style-type: none"> <li>86% of audience members enjoyed the event they attended</li> <li>Over 1,000 different events, workshops, installations, exhibitions, tours and trails across every ward in the Borough</li> <li>67% of attendees at our hero events were local residents</li> </ul>
<p><b>Cultural capacity:</b> The creative sector will develop and mature. Our culture-ready Council will ensure those with capacity and ambition can find the right space in the borough.</p>	<ul style="list-style-type: none"> <li>Embedding culture in our businesses</li> <li>Developing creative professionals</li> </ul>	<ul style="list-style-type: none"> <li>Over 11,300 hours provided by over 1,000 Legends of the Forest volunteers</li> <li>£250k in capital improvements to schools through cultural interventions</li> <li>£40,000 in Make it Work Fellowship Funding improved and created cultural spaces</li> </ul>
<p><b>Culture as a career:</b> Young people will be inspired to seek creative careers. As our cultural sector grows, it will be able to tap into a local workforce with the best skills in creative business.</p>	<ul style="list-style-type: none"> <li>Upskilling local people</li> <li>Establishing pathways to creative careers</li> </ul>	<ul style="list-style-type: none"> <li>100% of schools (88) in Waltham Forest engaged with the London Borough of Culture programme</li> <li>Over 100 young people receiving paid work experience and coaching in the creative sector through Future Creatives</li> <li>64% of volunteers said they gained and developed skills through the Legends of the Forest programme</li> </ul>
<p><b>Culture as a bond:</b> Council and its partners will radically change how they work with the cultural sector and communities, developing a deeper and shared understanding of the cultural ecology to enable communities to adopt a leadership role</p>	<ul style="list-style-type: none"> <li>Bringing people together</li> <li>Using culture to improve wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>£200,000 in Make it Local Fellowship Funding enabled the delivery of over 350 hyper-local events in every ward of the Borough</li> <li>81% of audience members agreed that the event they attended made them feel that Waltham Forest welcomes everyone</li> <li>65% of residents say culture should be a priority for the Borough in the future</li> </ul>



# Waltham Forest (London Borough of Culture 2019)

## Physical & Digital Infrastructure

### Existing cultural infrastructure (pre-LBC 2019)

**Vestry House Museum and Gardens:** community room and award-winning garden. The museum hosts a number of displays reflecting the local area's unique heritage.

**William Morris Gallery:** the only Arts Council National Portfolio Organisation operating in the Borough and the only public museum devoted to the life and legacy of William Morris: designer, craftsman and socialist. Housed in a Georgian house, built in the 1740s, and set in Lloyd Park in Walthamstow, the grade II\* listed building was Morris's family home from 1848 to 1856. It reopened in August 2012 following a major redevelopment and offers exhibitions, events and education programmes.

**Walthamstow Wetlands:** Europe's largest urban wetland nature reserve. Recently opened to the public, the site is free to visit and accessible to all. Two small indoor venues – the Engine House and Turbine Room.

**Chingford Assembly Hall:** Lounge and hall with a raised stage at one end. Max capacity 435 people.

**Walthamstow Assembly Hall:** Art Deco Grade II listed hall built during WWII. The Max capacity 1,400 people. Regularly played by the London Symphony Orchestra, it also has two licensed bars and a grand piano.

**Winns Gallery:** small contemporary gallery in Lloyd Park – the grounds of the William Morris Gallery.

### New cultural infrastructure (post-LBC 2019)

**CRATE St James Street:** a purpose built hub for local entrepreneurs in food, drink, design, health, beauty, etc. Similar to BOXPARK developments, the space is comprised of converted shipping containers to create a network of small open shop fronts available for rent. Social enterprises receive a 50% discount.

**One Hoe Street:** new council-managed co-working and exhibition space to support the creative sector. In 2019, it was used by partners and local organisations to deliver over 100 new activities and events.

**Fashion Hub (temporary):** Making for Change, a partnership between Waltham Forest Council, the Centre for Sustainable Fashion, and The London College of Fashion, created a new Fashion Hub in Leyton Green, formerly a derelict ex-Morrisons. Students supported local women from deprived communities to develop skills and create sustainable fashion.

**Welcome to the Forest:** website for residents and visitors to Waltham Forest to find out about and share cultural events and initiatives in the Borough, including open access event listings, volunteer programme and resources and funding opportunities for creatives. Various stories, images, videos and tours of Waltham Forest are available to view on Google Arts & Culture

Through the Make it Work Fellowship Funding grant programme, a number of spaces have been improved for cultural activity. The council has also committed to transforming EMD Cinema into a live performance venue



# Waltham Forest (London Borough of Culture 2019)

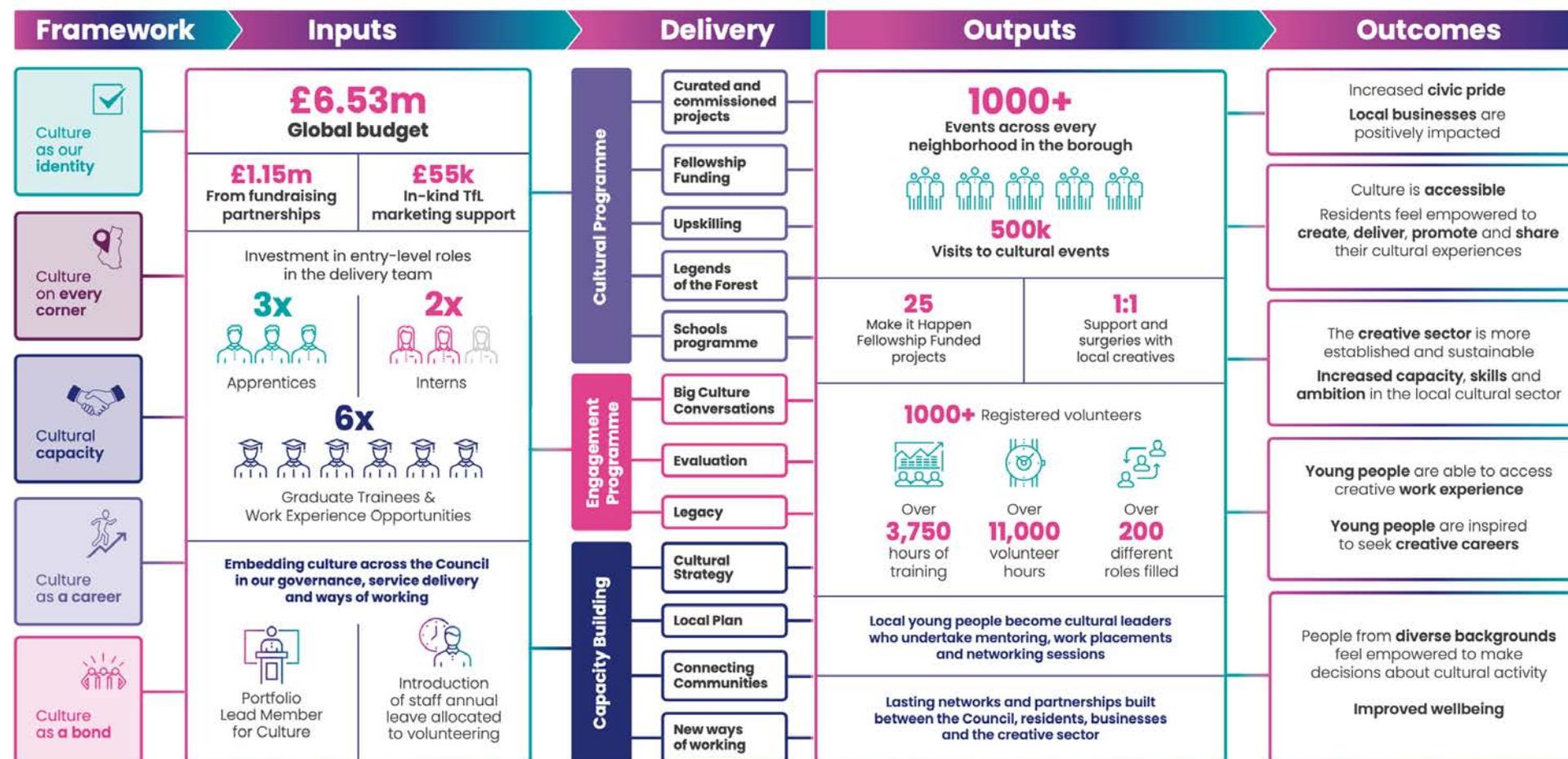
## Governance & Organisational Structure

Waltham Forest was announced as the first ever London Borough of Culture and was awarded £1.35million of funding to deliver a programme of ambitious cultural activities. This was supplemented by various funding partners to achieve a total budget of £6.5million, including:

- 1.15m sponsorship from commercial partners and local businesses
- £55,000 in-kind TfL marketing support
- Programme specific funding from Art Fund

Activities were led by Waltham Forest Borough Council, delivered in partnership with various venues, funders, artists, producers, etc. and a large support base of over 1,000 volunteers. Programme design was influenced by local community consultation which aspired to represent the diversity of residents across Waltham Forest.

### Delivery Framework



# Waltham Forest (London Borough of Culture 2019)

## Learnings

**Local partnerships:** To deliver the programme, the council worked with partner organisations, which resulted in events and activities that were deeply rooted in the local area. Although we always set the brief, by devolving the programme to other organisations and individuals who were better placed to engage specific communities, we were able to reach a much more diverse audience.

**Community engagement and co-production:** The council worked with the local community to develop the programme. This was achieved through various channels, including a representative resident panel – reflecting the diversity of identities, ethnicities, abilities and ages that make up the Borough – to share their thoughts with us at four different points during the year; three Big Cultural Conversations engaging 100 residents in each to gather qualitative views; and the Big Youth Conversation survey of 1,000 young people. Positioning community involvement at the centre of activity deepened connections with the council.

**Hyper-local initiatives:** There was a deliberate attempt to engage with people across the Borough, especially in areas with low levels of cultural engagement. For example: The Make it Local strand of the Fellowship Funding programme empowered local residents to deliver hyper local cultural programmes. Community decision-making panels also awarded Fellowship Funding Make It Happen grants (worth around £270k) for improving cultural spaces across the Borough.

**Data collection and evaluation:** Data measuring the impact of programmes was meticulously collected. This was done on a quarterly basis, rather than waiting until the end of the year, so shape events iteratively. Data collected was quantitative and qualitative to gather the case studies and local stories.

**'Always on' calendar:** events and activities were staged throughout the year to maintain momentum.

**Programmatic relevance:** It is an especially young and diverse Borough, so programmes were developed specifically to engage with their population. For example, school engagement was prioritized and the Future Creatives programme which enabled 100 young people to gain work experience in the creative sector. Older generations in care homes were engaged with in the Inside Out Festival.

**Embedding culture in the council:** culture has been embedded across the Council's governance, service delivery and ways of working. This included the introduction of staff annual leave allocated to volunteering.

**Accessibility:** Waltham Forest is just outside the bottom 10% of the most deprived local authorities and deliberate attempts were made to ensure activity was delivered locally, free or low-cost, and accessible to those with a health problem or disability. For example, disability arts organisation, Attitude is Everything, was commissioned to support the programme, and to advise on how to maximise accessibility during the year.

**Adaptive reuse of existing infrastructure:** Small existing community venues were used to host activities and events took place in unexpected places to encourage engagement among those that don't normally attend arts events e.g. Art night saw works installed in pubs, shops, library, etc.



# Culture Mile

## Overview

Culture Mile is a hub for the cultural and creative industries clustered around a number of arts, educational and civic organisations located in the north-west corner of the City of London. It was initiated by the City of London Corporation ('the City') in 2017 together with four partner organisations ('Core Partners'): the Barbican Centre, the London Symphony Orchestra, the Guildhall School of Music & Drama, and the Museum of London. As currently defined, Culture Mile's total geographic area constitutes a little under a fifth of the Square Mile (approx. 0.2 sq. miles).

It was established in support of two principal aims in the City's Cultural Strategy and Corporate Plan for 2018 - 2023. These are described in Culture Mile's 2018-28 strategy as:

- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce; and
- To develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.

Culture Mile's current work programme comprises eight individual work-streams, each championed by one of the four Core Partners: Communications, Communities, Marketing, Learning, Partnerships, Programming, Property, and Public Realm.

The area is also the location for an ambitious programme of investment in cultural infrastructure over the next decade, including the new Museum of London at West Smithfield, the proposed Centre for Music, and the transformation of Beech Street tunnel.



Image: Culture Mile Official Website

# Culture Mile

## Programming & Activities

Culture Mile's current work programme comprises eight individual work-streams, each championed by one of the four Core Partners:

- **Communications:** building the narrative for Culture Mile as the cultural and creative centre in the heart of the City of London;
- **Communities:** engaging with local residents in the City and neighboring boroughs to help shape the programme and to work with areas and individuals that have had limited cultural engagement historically through workshops and performances;
- **Marketing:** advertisement and awareness building for Culture Mile's programmes and events;
- **Learning:** connecting various educational organisations and resources to boost their outreach and impact. Specific programmes include:
  - The School Visits Fund which provides up to £300 towards the cost of a visit to a wide variety of London's cultural venues
  - Dual Site Visits offer curriculum-based facilitated sessions for primary or secondary school students to two cultural site in the City of London
  - The Fusion Prize which invites schools, universities, charities, businesses, and others to work together and pitch ideas for innovative programmes or products designed to develop the creative, communication, organisational and thinking skills required of London's young people in the 21<sup>st</sup> century – with a £50,000 development fund

- **Partnerships:** Culture Mile has developed a network of 30 organisations in the area which are committed to the ambitions of the project and which, it is hoped, will help to realise them. The Network is comprised of a diverse range of sectors including: hospitality, retail, performing arts, property, education, etc.
- **Programming:** while events are currently postponed due to COVID-19, Culture Mile has produced various events and festivals in the past. These events are designed to encourage collaboration between partners, bring programming into the public realm, encourage visitors to experience the City in new ways, and boost the area's image as a cultural quarter. Last summer, 'Play The Mile' was a three-month initiative that included 12 outdoor installations, 10 site-specific music commissions, 50 regular performances and activities and more than 100 music concerts in venues and unusual spaces for the Sound Unbound festival.
- **Property:** Culture Mile is also involved in proposals for new cultural infrastructure, including the Centre for Music and new Museum of London, and attracting new businesses to the area. In 2019, Culture Mile commissioned a research paper that recommended actions to unlock the potential of Culture Mile as a hub of creativity, enterprise and innovation.
- **Public Realm:** Culture Mile works with the Corporation's planning department to improve the public realm through greening, softening, pedestrianization, etc. It recently commissioned a series of 12 installations to animate the area following an open design competition.



# Culture Mile

## Physical & Digital Infrastructure

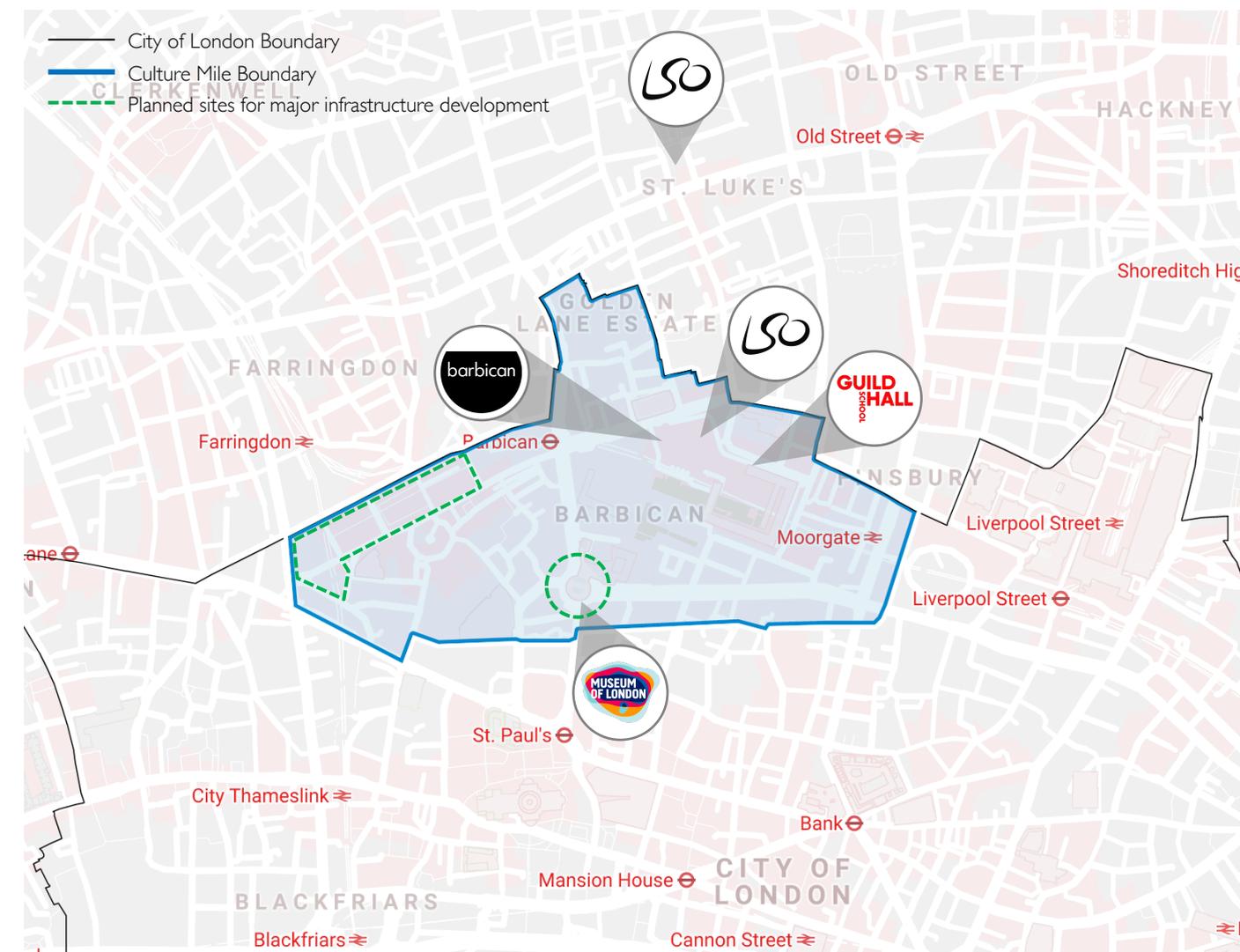
Culture Mile's main assets and infrastructure are its Core Partners institutions, all of which are well established cultural centres (see right). In 2017- 18, total attendance across these institutions was 2 million, divided between the Barbican Centre (65%), Museum of London (34%), and Guildhall School of Music and Drama (1%). The LSO also performed at the Barbican Centre 70 times and achieved an average capacity of 87%.

Culture Mile programmes and events take place across these four venues, in the public realm, and in a number of other partner venues within the Culture Mile Network. The Network has over 30 members and represents a commitment to the project and, in particular, contributing to the culture of the City.

The area is home to other types of infrastructure too that create it's unique heritage and character including: Cultural Assets (heritage sites, artistic organisations and anchor institutions); Learning Assets (schools, universities and higher learning institutes); Physical Assets (hard and soft infrastructure that create an 'open' environment like open access wifi and green spaces); and Networking Assets (formal and informal settings like co-working spaces and restaurants).

In the digital sphere, Culture Mile has an official website which includes maps, itineraries and upcoming events programmed by Culture Mile and its Core Partners.

Map of Culture Mile



Source: AEA Consulting



# Culture Mile

## Governance & Organisational Structure

Culture Mile is an initiative of the City of London Corporation. It is run by a staff of around five full-time equivalents who work with the Core Partners to deliver its programmes. In total there are around 25 members of staff deeply involved with the Culture Mile initiative, although they might be contracted by a partner organisation. Each Core Partner leads on the delivery of particular workstreams:

- Barbican: Communications and Programming
- Museum of London: Marketing and Learning
- LSO: Community
- Guildhall School of Music and Drama: Partnerships
- City of London Corporation: Property and Public Realm

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The Culture Mile Executive includes members is the strategic and operational oversight group, which includes the individuals from the Corporation, and Chief Executives and Senior Managers from the Core Partners. It reports to the Culture Mile Working Party which consists of Corporation Members and Senior Officers.

Culture Mile's 'distributed model' of execution enables intimate operational involvement while encouraging increased collaboration and new ways of working. It also capitalises on the expertise of these world-class cultural institutions. However, it also relies upon the goodwill and commitment of the Core Partners who are required to make substantial contributions to Culture Mile's successful implementation. Through close collaboration, the aspiration is to benefit the Core Partners, the Corporation and the residents, workers and visitors to the area.



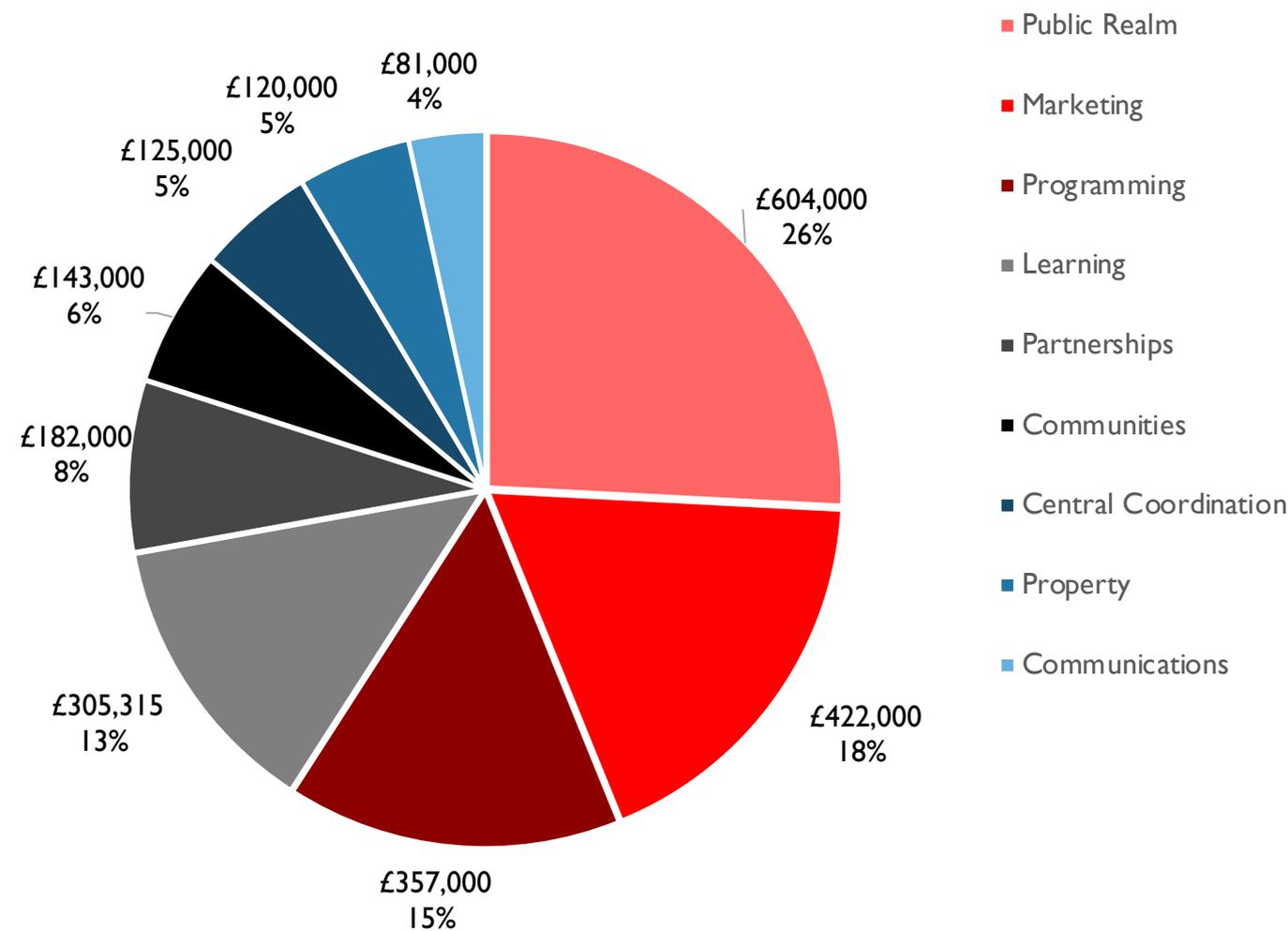
# Culture Mile Business Model

Culture Mile is an initiative of, and fully funded by, the City of London Corporation. During the 2019-20 financial year, Culture Mile received a total budget of £2.4 million for all its activities. The majority of this funding went toward public realm initiatives (26%), marketing (18%) and programming (15%).

Every £1 invested from the City of London Corporation, is said to have been matched by more than £1 investment toward activities from the Core Partners and other Network members – although this presumably includes in-kind support.

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Culture Mile Funding Distribution, 2019-20



# Culture Mile

## Learnings

**Collaboration and 'distributed' model:** Culture Mile relies on the close collaboration of the Corporation of London with the Core Partners. By aligning behind a common goal and purpose, each organisation is able to contribute its expertise for the collective benefit of the partners and their beneficiaries. This collaborative approach has created a deeper commitment to the project's success.

**'Taking the inside out':** Specifically, Culture Mile is a platform for existing cultural institutions in the area to expand their programming into the public realm, increasing their outreach and impact.

**Holistic and integrated approach:** Culture Mile's activities are broadly based, including artistic programming, research, the public realm, learning and education, advocacy and communications, and property interests. This, along with their integration with the local authority, enables a holistic understanding of and approach to area improvements.

**Place-making and area branding:** Through advocacy, research, marketing and communications, public programming, and community engagement, Culture Mile is shaping the perception of the area from a business and financial centre, to a hub for culture, creativity and heritage.

**Focus on local communities:** in 2020-21, Culture Mile will focus on engaging and delivering value for local communities (residents, businesses and young people). This shift is a response to the evolving needs of local people due to the pandemic, focusing on addressing social isolation and creating a sense of togetherness with the residents they are closest to.

**Brokering relationships:** through its Network and events, Culture Mile is able to broker relationships and forge new partnerships in the area.

**Addressing social mobility:** through its learning and fusion skills programmes, Culture Mile seeks to directly address deprivation in the local area and encourage social mobility.

**Role of the local authority:** The City of London Corporation acts as the local authority in the Square Mile and plays a critical role in supporting and promoting the City as the world's leading international financial and business centre. It is also the fourth largest funder of culture in the UK, investing £110 million heritage and cultural activities every year. The Culture Mile initiative is one of many designed to change the perception of the City not only as a financial and business centre, but also a centre for culture, creativity and commerce. Culture Mile is enabled by the City's financial support and – without it – its operational model would have to be adjusted to become more self-sufficient.

**Data collection and evaluation:** This is the first year that Culture Mile published an Annual Review, recording the breadth and impact of its programmatic activities. This enables it to communicate its value clearly, to its beneficiaries, partners and principal funder the City of London Corporation.



# Fife Cultural Trust (ONFife)

## Overview

Fife Cultural Trust (ONFife) is a charity responsible for various cultural venues and services across Fife. Scotland's third highest populated local authority area, the County sits on the Eastern coast, and is overseen by a unitary Fife Council. It was a centre of heavy industry in the nineteenth century and following the building of Forth and Tay rail bridges to Edinburgh and Dundee respectively, was a major transport hub of goods, notably linoleum. In recent years, Fife's major industry has transitioned into technology and electronics, forming a part of what is known as 'Silicon Glen' in the central belt of Scotland, an area of high concentration of technology firms and start-ups. In addition to operating arts and culture venues across the region, the Trust facilitates national and international partnerships to bring a growing and diverse cultural offering to its residents.

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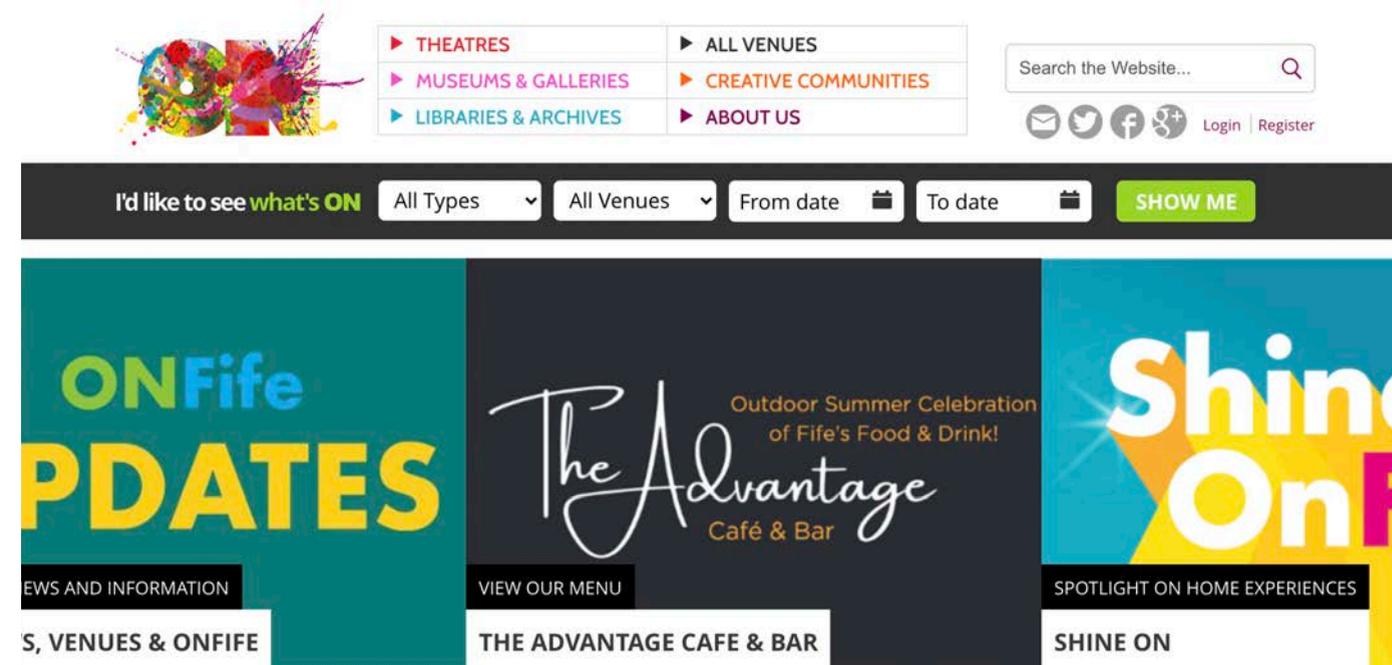
- **Mission:** Enriching lives in Fife
- **Vision:** Fife will be a culturally vibrant and rewarding place to live, work, study and visit,
- **Purpose:** To provide creative, entertaining and learning experiences that enhance the quality of life, through partnerships and in the Trust's museums, galleries, libraries and theatres.



# Fife Cultural Trust (ONFife) Physical & Digital Infrastructure

The Trust is headquartered in Kirkcaldy, and oversees:

- 35 branch and integrated Fife Council libraries, the schools' library service, two mobile libraries, a home delivery service and two support buildings.
- 12 museum and heritage venues including St Monan's Windmill and St Margaret's Cave. This also includes the Dunfermline Carnegie Library, the world's first Carnegie Library, recently redeveloped at a cost of £12.4 million to build a museum and art gallery, a local studies centre and a children's library with a café.
- 4 theatre and community venues: Rothes Halls, the Adam Smith Theatre, The Lochgelly Centre and Carnegie Hall, Dunfermline. The £3 million refurbishment of the Adam Smith Theatre into a creative hub has just begun and is expected to finish in spring of 2021.
- Fife's mobile museum, The MAC bus, which tours to schools and venues within and outside the region.
- Fife Council's new Collections & Archives Centre in Bankhead, Glenrothes, collections and records management, including stewardship and care for objects in trust.
- Development of Fife's Cultural Strategy, Partnerships, and Consortium.



ONFife.com centralises information about its venues and an integrated "What's on" calendar of events listings, including booking and hire across available venues.

Since the Covid-19 pandemic, the Trust has set up two initiatives, a creative and cultural industry support network, Create in Fife, and a space for community-led and online projects, ShineOnFife, both hosted on the Trust's website.

The former collects resources for creative organisations and professionals, while the latter publicises all new online community programmes across five areas: books and libraries; theatre & entertainment; museums & galleries; community and Dunfermline tours.

# Fife Cultural Trust (ONFife)

## Programming & Activities

The 42 venues under the Trust's remit encompass three broad categories: Theatres, Museums & Galleries and Libraries & Archives.

**Theatre** programming prior to COVID-19 spanned both local and touring music, drama, comedy, dance and film productions, across four theatres: Adam Smith Theatre, Carnegie Hall, Rothes Halls and Lochgelly Centre. The venues range in function and style, from the historical Carnegie Hall and Adam Smith Theatre, to newer purpose-built venue Rothes Halls and community education centre, Lochgelly Centre. Each theatre has individual box offices, although the Trust applies a reservation fee for tickets above £5 purchased online or over the phone.

The Trust organises a roster of exhibitions at their **museums, galleries and heritage spaces**, in addition to collaborating with local organisations such as Fife Contemporary, Fife Printmakers and local festivals. Artistic production from both recent graduates and amateur artists are promoted in exhibitions and the Shell-sponsored Fife Art Competition. The Trust also manages venue hire for community exhibitions, in addition to the 110,000 items collectively held across museums and galleries. Collection storage is centralised at the newly built Collections Centre in Glenrothes.

In addition to core library services, online, mobile & home delivery services, the Trust has also animated **libraries** as cultural hubs – hosting music and dance performances, family events – and welcoming nation-wide initiatives such as Fun Palaces: community-led co-created events.



# Fife Cultural Trust (ONFife)

## Governance & Organisational Structure

Ten full-time staff manage the Trust, in addition to a Board of ten members, only open to Fife Council. There are three executive-level roles: Chief Executive Officer, Director of Corporate and Commercial Development and Director of Creative Development and Delivery.

At the managerial level, two positions directly oversee museums, archives & galleries, and the libraries service. Five other members of staff oversee operations, partnerships, transitional catering, marketing & audience development and all programmes.

The venues employ 547 staff – 108 full-time, 215 part-time and 224 casual positions.

The Trust manages the Cultural Consortium, an advocacy and steering group that unites key individuals, groups and cultural organisations on behalf of the Fife Council. Key functions are to:

- Act as the umbrella partnership body for cultural planning in Fife
- Inform and review the cultural strategy
- Promote the contribution of culture to key outcomes
- Co-ordinate development and promotional approach for all cultural activity

Members provide funding data twice a year to inform annual reporting, in exchange for free training and development, support network and partnership opportunities.

The Trust is accountable to both Companies House and the Office of the Scottish Charity Regulator (OSCR).



# Fife Cultural Trust (ONFife) Business Model

## Income and Expenses

The Trust is funded directly by the Fife Council – in 2018/2019, funding in the form of a management fee totaled £8,094,561, 70% of the Trust’s total income. This allows 80% of all services delivered by the Trust to be free at the point of access, supported by an additional earnings generated from the Company’s trading subsidiary, Fife Cultural Services Trading Ltd, through catering, bars and cafés in five key venues, income from retail, room hire and ticketed events. The subsidiary is currently expanding with new experiential facilities, namely an escape room at Rothes Halls, in addition to building corporate meeting room hire and catering.

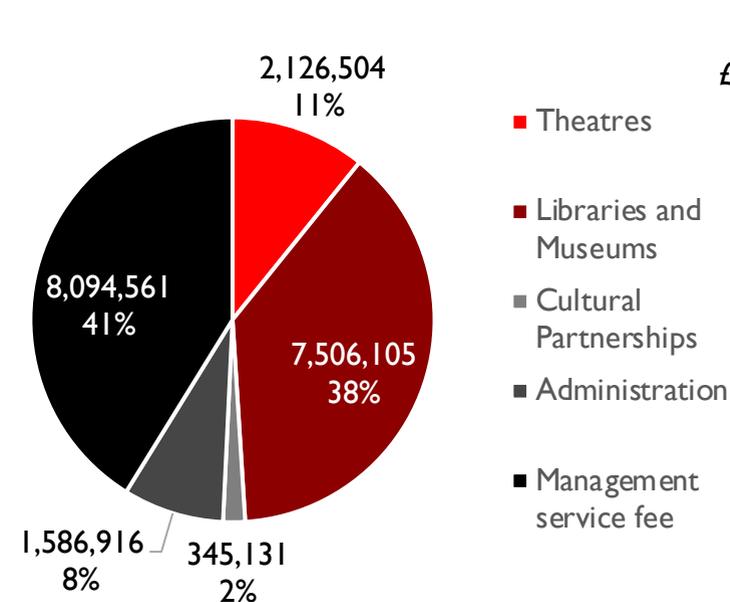
Libraries & Museums make up the largest proportion of operating costs, around 59%. This is followed by theatre and customer services, and administration and costs associated with cultural partnerships.

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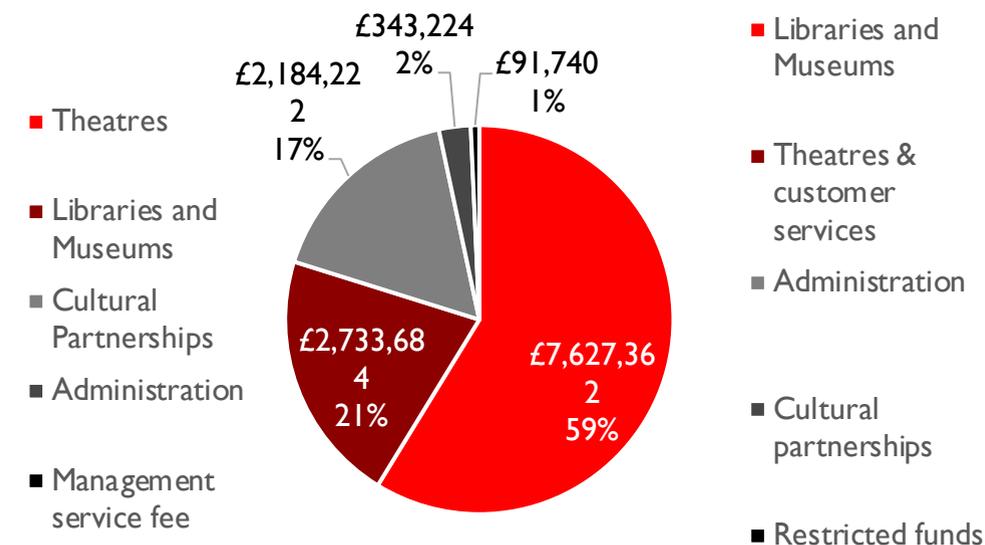
## Income and Expenses of Fife Cultural Services Trading Ltd (2019)

	2019
Turnover	£1,139,663
Cost of sales	(£756,664)
Administrative expenses	(£120,420)
Distribution under gift aid	(£190,000)
Retained earnings	20,017

Fife Cultural Trust Income Distribution  
(2019)



Fife Cultural Trust Expenditure Distribution  
(2019)



# Fife Cultural Trust (ONFife)

## Learnings

**Develop a well-maintained and cohesive digital infrastructure:** ONFife.com brings together the services of the Trust – functioning as a centralised calendar of all events as well as executing key services such as venue booking, volunteering and library catalogues. It also was essential in hosting the Trust's COVID-19 lockdown initiatives that boosted community engagement and centralised resources and support for the creative sector in Fife.

**A centralized body allows for well-built relationships with national and regional partnerships:** Centralising governance over the cultural assets across the region has allowed membership organisations and venues to successfully bid for fundraising – in addition to fundraising from Scottish Enterprise, the Trust, as a member of the Dunfermline Heritage Partnership, secured an additional £500,000 from the Heritage Lottery Fund, Fife Council, and the Scottish Government. The Trust is also a member of Community Leisure UK, whose members make up over 80% of Scotland's publicly funded leisure and cultural assets alone, VOCAL, and the Scottish Creative Industries Partnership.

**Focus on local and regional creative development:** As the first cultural body in Scotland to have a dedicated Creative Development team, the Trust has facilitated high-profile partnerships, such as participation in Danny Boyle's ambitious Armistice centenary project held across the UK's beaches, with the resulting Pages of the Sea held in St Andrews with support from the Trust.

**Growing self-sufficiency with a trading subsidiary:** The Trust receives an increasing amount of support from its trading subsidiary – in 2019, it received £190,000 directly through Gift Aid – assisting the Trust's shift to a more financially sustainable model with less reliance on Council contribution.

**A centralised strategic framework helps align priorities but needs to be sensitive to diverse assets:** The unpopular decision in 2016 to disregard public consultation and significantly reduce public library provision in the region highlights the need for dedicated strategies for specific assets in addition to an overarching strategy. Subsequently, a new Libraries Strategy was created with expanded consultation in addition to a new strategic framework, built over a 12-month consultative process.

**Consistent data collection and measurement:** information about the cultural assets of the region is well-collected; figures such as collective footfall allow the collective impact of the organisations under the Trust's remit to be easily measured and monitored.

**Well-placed capital investment from Council will pay off:** Although costly, commitment from Fife Council allowed the region to attract significant attention through the redeveloped Dunfermline Libraries + Gallery, collecting a swathe of national awards, and Fife's Collections Centre at Glenrothes. The former saw 170,000 visitors in its first year of operation, and the latter has proved an essential resource for researchers, significantly strengthening the region's cultural reputation.



# Newcastle Gateshead Cultural Venues (NGCV)

## Overview

A consortium of 10 non-profit distributing cultural organisations in the Newcastle-Gateshead area, operating 20 venues across visual arts, performing arts, music, dance, film, writing and literature, heritage, archives and museums, and science communication in Tyne and Wear. They aim to 'maximise the artistic, social and economic potential of the cultural sector in the North East' through the development of 'strategic and creative initiatives, sharing learning, experience and resources and by being a strong collective voice.'<sup>1</sup>

The area has seen a period of culture-led regeneration in the last 3 decades, redeveloping the old industrial riverside site to a hub of cultural activity. It brings together flagship buildings such as the Sage Gateshead and the BALTIC Centre of Contemporary Art, and older organisations such as Live Theatre and Theatre Royal. It is also an important bridge between the Newcastle and Gateshead boroughs, which have traditionally posed a political challenge in terms of facilitating collaboration.

The group was founded in 2009 following a decade of informal partnerships between the Chief Executives of each respective organisation, in order to formalise and embed the alliance across all member organisations, resulting in strategic and commercial collaboration, as well as knowledge exchange and support. Since 2009, the organisations have hosted 39 million visitors and engaged 8.5 million in learning and participation programmes, including 6 million children and young people.<sup>2</sup> Between 2018 and 2019, the alliance collectively contributed £94 million GVA to the North East region.



# Newcastle Gateshead Cultural Venues (NGCV)

## Physical & Digital Infrastructure

The ten organisations and their venues represented by NGCV are:

- BALTIC Centre for Contemporary Art, and BALTIC39 – the UK's largest gallery dedicated to contemporary art
- Sage Gateshead – International music centre, conference and event venue
- DanceCity – Purpose-built dance centre and studios in the former Sunderland Fire Station
- Seven Stories: National Centre for Children's Books
- Life Science Centre – educational science centre and the biggest planetarium in the North of England
- Theatre Royal – Historic theatre in the heart of Newcastle
- Live Theatre – Writing theatre located on the Quayside
- Tyne & Wear Archives & Museums (TWAM) – Major service for nine museums and galleries across Tyneside, in addition to archives across Tyne & Wear
- Northern Stage – Largest producing theatre company in the region
- Tyneside Cinema – Independent cinema and last remaining active newsreel cinema

NGCV runs "NGCV ning" - an online social network for the partnership, where staff of the 10 organisations can collaborate and share information, learning and opportunities. Individual groups can be formed within the network to discuss specific concerns or priorities, and the network is open to both full-time staff and volunteers.



# Newcastle Gateshead Cultural Venues (NGCV)

## Programming & Activities

While venues lead on individual programming, NGCV acts as an umbrella organisation that brings together planning and expertise and develops relevant initiatives. Common priorities have since been developed and refined to include:

1. Investment in infrastructure, skills and talent
2. New approaches to audience development and engagement
3. Maximising organisational efficiencies and standards of excellence
4. Connecting the sector to wider innovation and opportunities.

In relation to the four core priorities, projects have included:

1. Investment in infrastructure, skills and talent
  - NGCV Capital Investment Strategy was developed in 2012 to leverage additional capital investment
  - An NGCV self-funded talent development initiative, Passionate about Artists, was expanded into a regional programme with ACE support. Co-chaired by Dance City and Stockton ARC from the south of the region.
2. New approaches to audience development and engagement
  - City of Dreams – A ten-year commitment launched in September 2018 developing cultural experiences for children and young people in Newcastle-Gateshead. The programme has co-developed a strategy and action plan with nearly 1000 children and young people, and over 200 staff from 40+ organisations in the area.

- Family Explorers – A digital project and network founded in 2013 to help empower families to explore, share and review cultural experiences in the North East of England. Managed by NGCV, the network also partners with regional organisations, and manages the North East Family Arts Network.
  - The Unusual Suspects project, funded by ACE, collected shared data across NGCV to test new approaches to audience segmentation.<sup>1</sup>
  - A feasibility study in 2017 was commissioned for a proposed unified Customer Relationship management (CRM) approach and a 'What's On' system
3. Maximising organisational efficiencies and standards of excellence
    - Staff groups meet regularly to discuss and promote a collective approach – including the Human Resources Network, Facilities Managers and Finance Directors/ Operations Group.
    - Establishing the NGCV Green Campaign in 2012 to streamline sustainability strategies
  3. Connecting the sector to wider innovation and opportunities
    - CultureCode – Collaboratively formed with Arts Council England and Codeworks, this 18-month project created opportunities for collaborations between arts and developer communities in the region.



# Newcastle Gateshead Cultural Venues (NGCV)

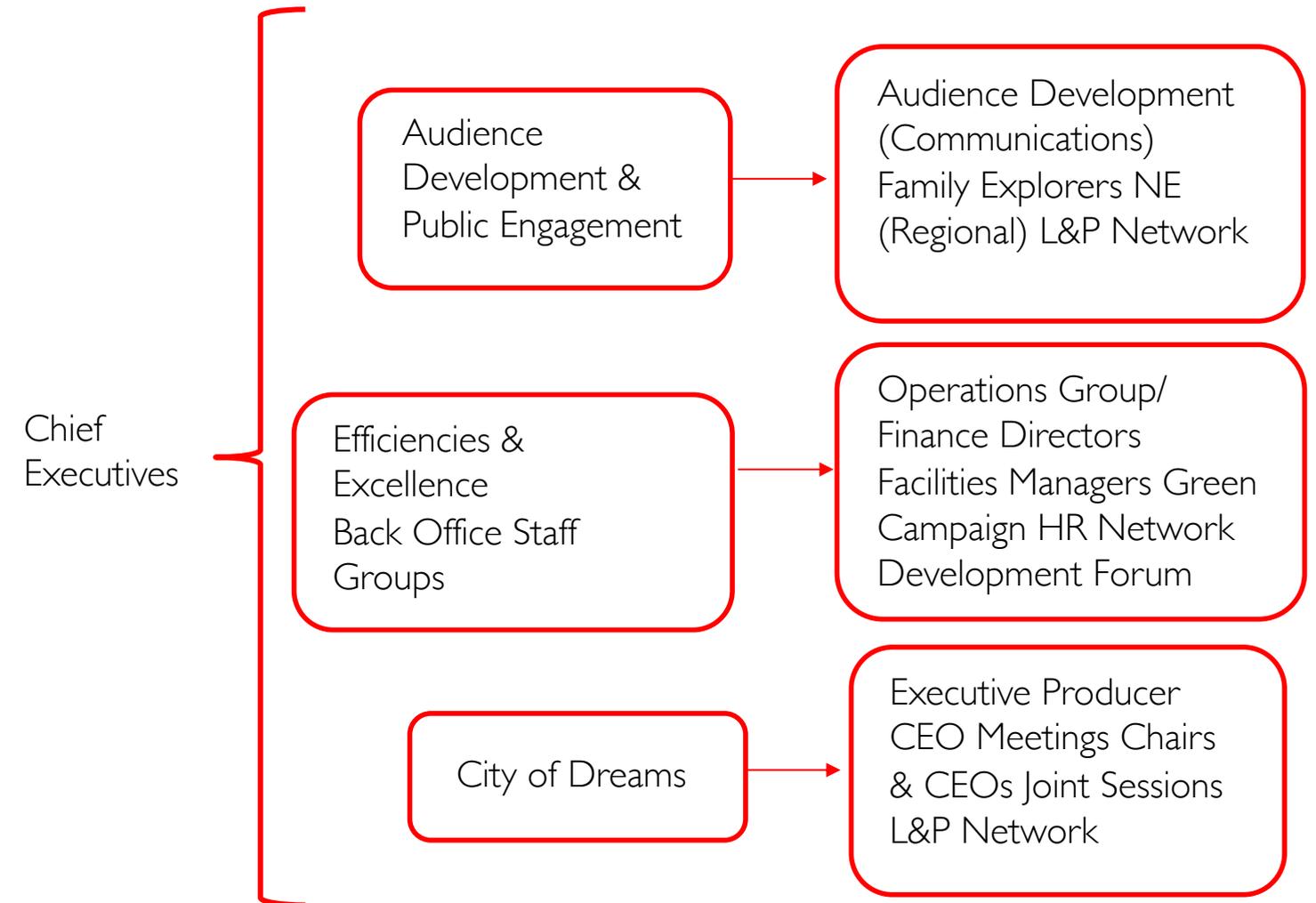
## Governance & Organisational Structure

- The organisational structure is enshrined in the Sharing Protocol and revised annually.
- The alliance is chaired on a rotational basis by members – Sage Gateshead and BALTIC are joint chairs for 2020-2021.
- NGCV is a voluntary group and is not a constituted body, and executive decision-making resides with the Chief Executive Officer of each venue, who meet bi-monthly to review strategies, monitor progress and identify new opportunities.

Key stakeholders are:

- Newcastle Gateshead Initiative
- Newcastle City Council
- Gateshead Council
- North of Tyne Combined Authority
- Newcastle University

Workflow, NGCV Sharing Protocol, July 2020



# Newcastle Gateshead Cultural Venues (NGCV) Business Model

Venues receive individual funding and have mixed means of revenue generation. NGCV does not contribute to additional revenue generation, and all administration relating to finances are managed by Northern Stage.

NGCV does not directly employ any individuals but have two part-time staff employed through member organisations: NGCV Co-ordinator through TWAM, and the Executive Producer for City of Dreams through Northern Stage.

Of the ten members:

- Centre of Life and Theatre Royal receive no public funding and are self-sustaining.
- Profits from enterprises owned by Live Theatre are a significant contributor to earned income in order to support charitable activity. In 2018/2019, over £800,00 of income was derived from these activities – the major contributor being ownership of adjacent office space. (41%)
- Earned income from non-cultural activities is derived from venue hire for conferences/ events, parking, retail, catering, investments, and tours.
- In 2019, all member organisations collectively received £19.7 million in subsidies from Arts Council England, local authorities and other sources.



# Newcastle Gateshead Cultural Venues (NGCV)

## Learnings

**A voluntary partnership is financially light but strategically impactful:** NGCV's voluntary structure allows for a flexible partnership with impactful results – financial and administrative support varies per project, but knowledge sharing and collective influence is consistent.

**Wide breadth and scope of membership organisations encourages deeper collaboration:** The 10 cultural organisations represented by NGCV span all cultural forms including visual arts, performing arts, film, writing and literature, heritage, archives and museums, as well as science communication. This mix of organisations cultivates natural collaboration over competition. The rotational nature of leadership allows all member organisations an equal chance in chairing the partnership.

**The diversity in size of organisation helps share benefits equally:** Eight of the ten members of NGCV are ACE portfolio organisations. The partnership allows all organisations to tap into their joint experience, such as experience in accessing diverse streams of funding, culminating in a NGCV Capital Investment Strategy, or leveraging national and European initiatives such as the Local Renewal Fund and the European Social Fund.

**Online and offline networks of collaboration are equally significant:** An online forum, such as NGCV's "ning" allows for both programming and back-office collaboration, allowing staff at all member organisations to participate in discussion and generate ideas without the necessity of formalised and regular meeting groups.

Concerns can then be crystallised and brought to Chief Executives at monthly meetings.

**Collaboration also means data sharing:** The willingness to actively share and pool knowledge, in addition to audience data, results in a better understanding of audience engagement across all organisations. NGCV has been able to produce highly specific and detailed research projects on innovative methods of engaging the respective organisations' communities. These are in turn published publicly – allowing the wider creative industry to benefit from innovative practice and opportunities; and in turn, cementing the partnership's reputation.

**Devolved leadership ensures balance between individual organisations:** Especially important for partnerships that encompass organisations with significant audience overlap, a devolved leadership ensures that no single organisation remains dominant and each member's individual needs are addressed in turn.

**Highlighting fundamental commonalities between members ensure a common goal:** All ten partners of NGCV are not-for-profit building-based cultural organisations. The common desire for financial sustainability in the context of non-profit arts organisations drove the co-creation of common priorities which keeps the partnership focused, and relevant to all member organisations.



# Sunderland Culture

## Overview

Sunderland Culture brings together the investment of the three main drivers and funders of arts provision in the city: Sunderland City Council, University of Sunderland and Music, Arts & Culture (MAC) Trust into a single, independent delivery model.

The need for an umbrella organisation to consolidate Sunderland's cultural infrastructure and programmes came out of the ambitions of the three main partners to increase cultural engagement in Sunderland and revitalise its cultural infrastructure in the context of shrinking public funding. Sunderland Culture was set up in a bid for the 2021 UK City of Culture and, while the bid itself was unsuccessful, it allowed to pull together cultural resources for greater impact in the city.

The University of Sunderland and MAC Trust also collaborated on a successful bid for the Arts Council England's Creative People and Places programme with the Cultural Spring project, now in its second three-year phase of delivery. The project's goal is to work with communities across the two metropolitan boroughs of Sunderland and South Tyneside engaging local people in decision-making and arts commissioning process in the places where they live and work.

The mission of Sunderland Culture is to "improve lives of everyone in Sunderland through culture" and its business plan sets out five key changes it aims to achieve: improve the city's profile and reputation; create connectivity amongst Sunderland communities; build confidence and aspiration for young people; improve health and wellbeing; and grow Sunderland's creative economy.

In 2018-2019, the programmes and venues overseen by Sunderland Culture received over 2 million visitors and engaged nearly 53,000 participants. In 2018 Sunderland Culture became an Arts Council England National Portfolio Organisation and is also a grantee of ACE's Ambition for Excellence programme.



# Sunderland Culture

## Physical & Digital Infrastructure

Sunderland Culture’s strategic ambitions are achieved through a core programme at the venues owned by main partners: Northern Gallery for Contemporary Art and National Glass Centre at the University of Sunderland; Sunderland Museum and Winter Gardens and Arts Centre Washington (owned by Sunderland City Council); and The Fire Station arts centre owned by Sunderland MAC Trust. The current arrangements with the owners of cultural venues is that Sunderland Culture is responsible for delivery of programmes at these venues while the Council and University are responsible for management and upkeep of facilities and employment of staff. The exception to this is the Fire Station where Sunderland Culture acts as the manager of the building.

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Sunderland Culture manages an online platform that includes listings for all events and activities delivered by the organisations and its venues along with a blog on arts and creativity in Sunderland and details of each of the venue programmed by Sunderland Culture team.

**SUNDERLAND CULTURE** | What's On | Our Venues

My Account | Basket £0.00 | Search

MENU

What's On	Online Programme	Our Venues	About Sunderland Culture
Classes and Courses	Sunderland Stories	Arts Centre Washington	Our Board
Comedy	Online Arts Award	The Fire Station	Our Funders
Craft Fairs	National Glass Centre Online Exhibition	National Glass Centre	Press
Dance	Northern Gallery for Contemporary Art Online Exhibition	Northern Gallery for Contemporary Art	Opportunities
Exhibitions	Sunderland Museum & Winter Gardens Online Exhibition	Sunderland Museum & Winter Gardens	Annual Review
Films	Sunderland Photographic Association Online Exhibition	City-wide Programme	Support Us
For Families	Andrew Tift – One Day You'll Be Older Too Online Exhibition		Study Arts in Sunderland
Music	Age of Creativity		
Special Events			
Theatre			
Education	Hire	Food & Drink	Sunderland Culture Blog
Arts Award			
Online Arts Award			



# Sunderland Culture Programming & Activities

Sunderland Culture delivers programmes at each of its five core venues as well as city-wide events and community engagement programmes. The large-scale events include the The Tall Ships Races, a four-day event bringing over 50 tall ships into the city and a programme of over 200 street theatre, dance and circus performances, featuring UK and international artists. The events attracted over 1.2 million visitors in 2018. Sunderland was chosen by 1418 Now as one of 30 locations nationwide to host Danny Boyle's commemoration of the 100th anniversary of Armistice Day in 2018. Sunderland Culture delivered Pages of the Sea on Roker Beach, produced the Teesside event and supported the Northumberland coast event.

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Sunderland Culture also produces events at of-use historic buildings in the city centre; delivers a series of performances across the city ("Sunderland Stages"); produces health & wellbeing mini-festivals; and commissions site-specific outdoor events.

Community arts programmes delivered by Sunderland Culture in collaboration with schools and community organisations across Sunderland are aimed at engaging young people, older residents, BME communities, and people with special needs or autism.

In parallel, Sunderland Culture is working with all key partners on updating the city's cultural infrastructure by overseeing multi-year revitalisation projects supported by the National Heritage Lottery Fund; ACE; and other grants, donations, and sponsorships. It has also launched and manages a new single ticketing and CRM system across all venues linked to a new website.



Sources: Sunderland Culture Annual Review 2018- 2019; Sunderland Culture Limited Financial Statement, 2019.

Image: An image of fallen WWI soldier 2nd Lt Hugh Carr was etched into the Roker sands as part of Danny Boyle's Pages of the Sea; photo © David Allan.

# Sunderland Culture

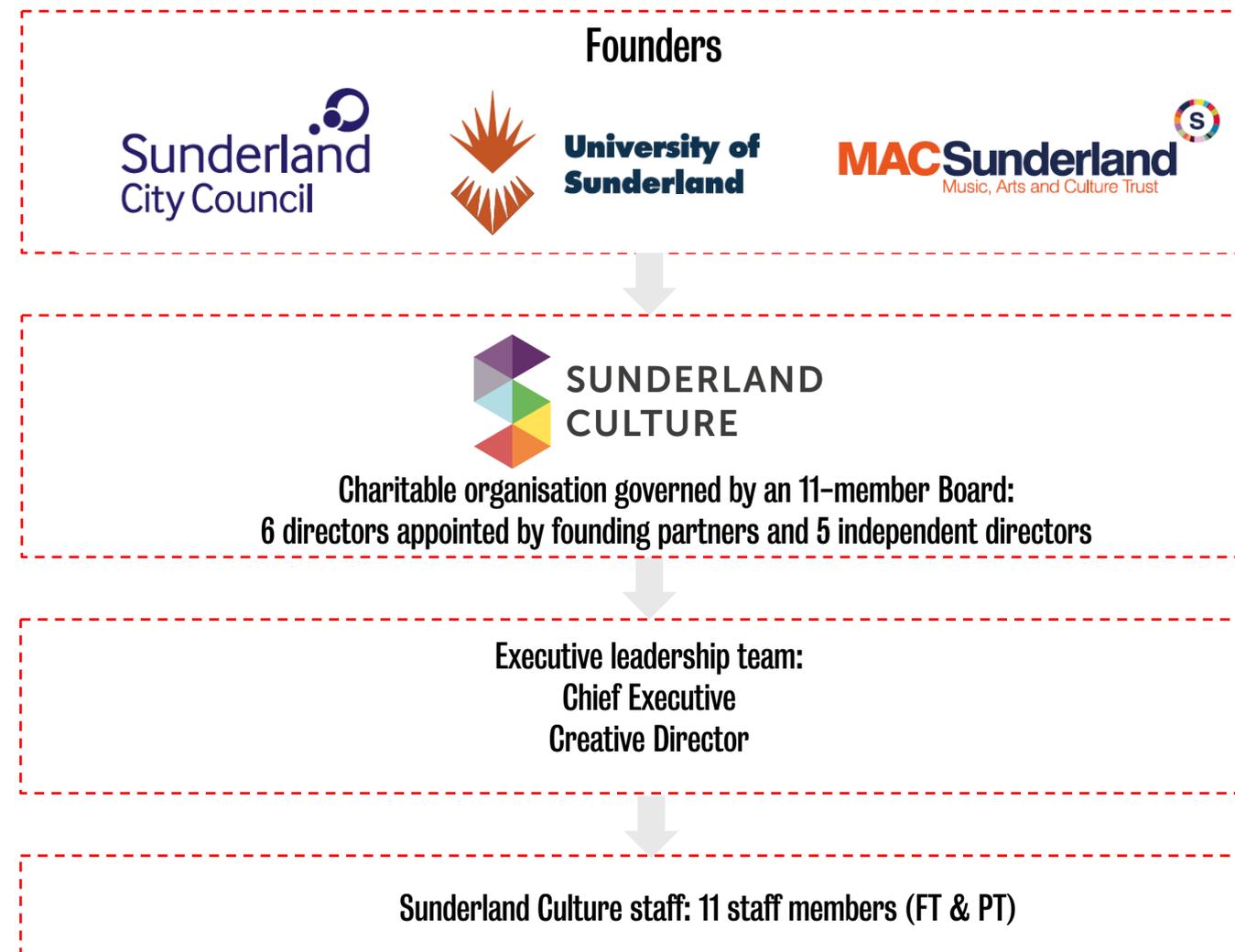
## Governance & Organisational Structure

Sunderland Culture was formed in April 2016 as a partnership set up by Sunderland City Council, the University of Sunderland and the business-led Sunderland MAC (Music, Arts and Culture) Trust.

Sunderland Culture's activities are managed by a board comprising directors from each of the three partner organisations along with five independent members.

The organisation's operations are overseen by a Chief Executive and a Creative Director.

Currently, Sunderland Culture oversees the development and delivery of programmes across the city and at its five core partner venues. As a next step, it is planned to transfer the delivery teams at individual organisations under one umbrella of Sunderland Culture so it becomes a single organisation rather than a hybrid of partnerships.



# Sunderland Culture Business Model

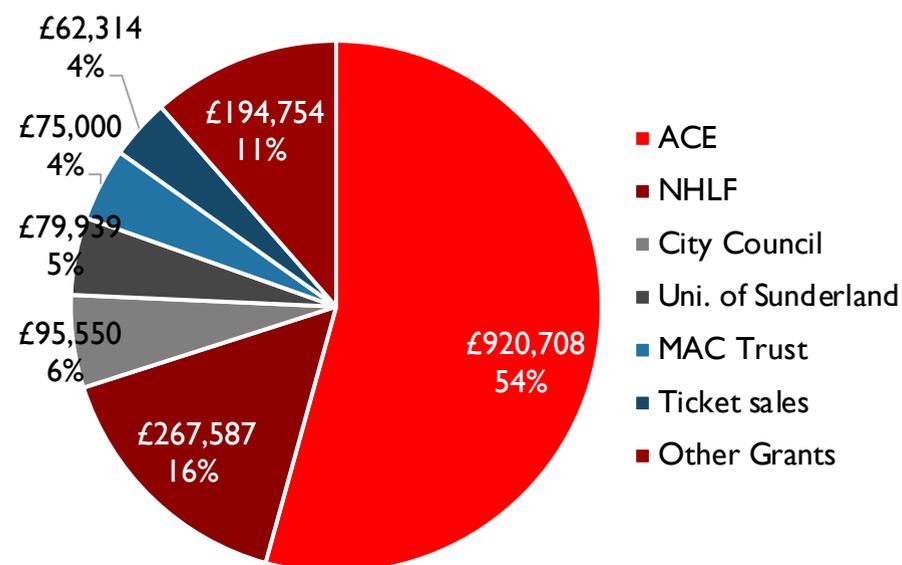
The main funders of Sunderland Culture are the Sunderland City Council, Sunderland MAC Trust, Arts Council England, National Heritage Lottery Fund, and University of Sunderland. The University also donates staff time and office facilities to Sunderland Culture.

As 2019 was the first year of Sunderland's Culture operation as ACE NPO, its contributed income was generated through two main ACE programmes: NPO and Ambition for Excellence.

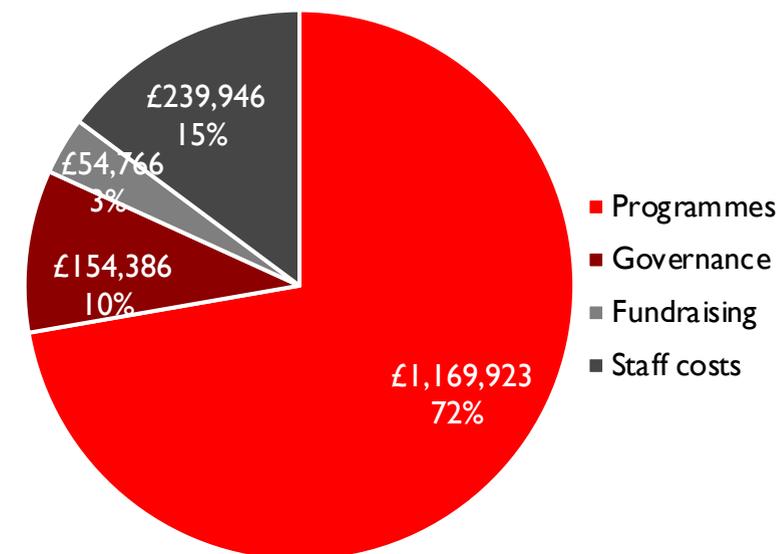
72% of all expenses (the funds generated through these grants and donations, and funds generated through events and workshops ticket sales), are distributed towards programming activity – producing and delivering the events at core venues and across the city. Governance costs represent funds expended on the setup of Sunderland Culture through grants generated from ACE and NHLF. Staffing costs go to the delivery team directly employed by Sunderland Culture to deliver activities and is funded through restricted grants. The costs of fundraising came from a capital fundraising campaign to complete a new auditorium at Fire Station, the performing arts centre directly operated by Sunderland Culture.

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Sunderland Culture Main Income Sources (2019)



Sunderland Culture Expenditure Distribution (2019)



# Sunderland Culture

## Learnings

**Strategic alliance with major city stakeholders is important for consolidation of cultural programme and infrastructure:** The key founders and funders of Sunderland Culture are instrumental to its establishment and operation. The City Council alone would not have been able to efficiently consolidate resources and venues that are not in the Council's ownership.

**Effective management of such partnership structure requires concerted effort:** Individual organisations have their own direction and agenda and the success of partnership is often dependant on individual leaders of the partner organisations.

**Board representation is important:** The Board gets to decide the distribution of funding and strategic priorities so equal representation of key partners is important to maintain interests of all partner organisations.

**Launching an independent charity for the city-wide cultural initiatives and cultural infrastructure allows to diversify funding sources:** Sunderland Culture has been able to apply and received funds from Arts Council England, National Heritage Lottery Fund, and philanthropic foundations, along with core funding from its three founding bodies. The organisation is able to apply for funding programmes aimed for city-wide and multi-venue delivery that would be inaccessible to individual venues or the Council.

**Streamlined communications, CRM, and ticketing offers ease of access for audiences and allows for marketing and sales coordination between the venues:** a single online diary and booking platform, CRM, and ticketing system for all programmes produced by Sunderland Culture creates efficiencies for marketing and sales and a coordinated visitor data collection and management.

**Centralised marketing and fundraising created efficiencies and cost savings:** Sunderland Culture oversees fundraising for all programmes and venues under its umbrella and provides marketing oversight, with specialist support staff at each venue.



# APPENDICES

## I. Feedback from Cultural Leaders Group review (November 2020)



# Cultural Leaders Group Feedback: Summary

## Comments from a review meeting on 4 November 2020

These notes summarise feedback received from the members of the Watford Cultural Leaders Group (CLG) at a (virtual) meeting on 4 November 2020 hosted by Peter Taylor, Elected Mayor of Watford, and members of the WBC Leadership Board to review the identified options, recommendations and analysis behind this report and proposed next steps. The feedback comments received are grouped in three main themes explored in options analysis: Town Hall quarter development; sector leadership and governance; and wider cultural sector infrastructure support in Watford.

### I. Town Hall Quarter: cultural infrastructure provision within the proposed development in the north of the town centre

Options	Feedback
<p>1. Proposed development of a 'Town Hall Quarter' cultural offer in the north of the town centre</p>	<ul style="list-style-type: none"> <li>▪ CLG members see the development of new and updated spaces for cultural uses as a positive move to further improve Watford's cultural offer; provide needed cultural infrastructure support; and animate the north end of the town center, while also connecting it with the High Street and other key town centre sites;</li> <li>▪ Attendees would like to see more activity in and around the Colosseum and are interested in future plans for the building;</li> <li>▪ It is seen important to ensure cultural provision is well distributed across Watford and investment in the Town Hall Quarter does not draw away investment and activity from other parts of town.</li> </ul>
<p>2. The refurbishment or relocation of Watford Museum</p>	<ul style="list-style-type: none"> <li>▪ CLG members agree that the Watford Museum requires a new and expanded facility to fully realise its potential – a proposed space as part of Town Hall Quarter is considered advantageous to deliver the space required for the museum while also situating it next to other cultural venues (the Colosseum; Central Library);</li> <li>▪ With the museum's move, The Pump House will be the sole provider of cultural services in the south end of the town centre and would like to ensure that new development does not interfere with the activity established at the current Pump House venue.</li> </ul>



# Cultural Leaders Group Feedback: Summary

## Comments from a review meeting on 4 November 2020

### II. Leadership and Governance: coordinated strategy and oversight for the cultural sector

Options	Feedback
<p>3. Strategic oversight of cultural sector in Watford, including coordinated communications, unified branding, and shared services</p>	<ul style="list-style-type: none"> <li>▪ A CLG member acknowledged a desire for strategic cultural leadership in Watford and coordinated oversight moving forward to take advantage of Watford's strengths and increase accountability on delivering planned initiatives;</li> <li>▪ While attendees agree a coordinated oversight would be beneficial, they seek to understand better difference between various potential governance and strategic partnership models for the sector and what model may be most appropriate for Watford (<i>a governance workshop is planned in January 2021 to explore options for strategic oversight and governance further</i>);</li> <li>▪ There is a high level of interest among CLG members in implementing a joined communication and marketing platform for Watford aimed at providing both residents and visitors with up-to-date information on cultural venues, activities, and services available in Watford in a clear, coordinated, and appealing way. It can function as a 'landing' page for Watford's cultural sector online presence then redirecting visitors to individual organisations for bookings;</li> <li>▪ Mayor Peter Taylor questioned the capacity and need for a new formalised governance structure for a town the size of Watford and whether other alternatives of strategic oversight may be better suited to Watford's needs.</li> </ul>
<p>4. COVID-19 sector support</p>	<ul style="list-style-type: none"> <li>▪ While smaller and independent venues are not represented on CLG, participants acknowledge a need for support towards grassroots activity in Watford and the importance of the longevity of smaller venues and initiatives.</li> </ul>



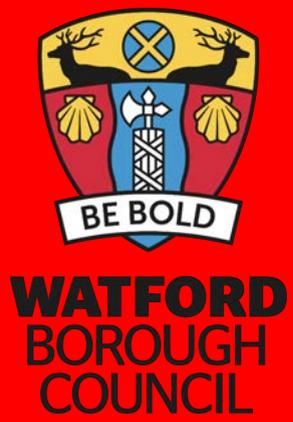
# Cultural Leaders Group Feedback: Summary

## Comments from a review meeting on 4 November 2020

### III. Wider Cultural Infrastructure Support: improvements to culture infrastructure

Options	Feedback
5. Improvements to existing cultural infrastructure	<ul style="list-style-type: none"> <li>Both community and professional groups expressed the need for expanded and updated infrastructure: support for performing arts activities, visual arts exhibition space, artist studios were specifically mentioned;</li> <li>There is interest in fully exploring and implementing the idea of repurposing/using some of the Watford Market units for creative retail or artist studios.</li> </ul>
6. Provision of new cultural facilities, including rehearsal/studio space for theatre and dance, creative workspaces, and exhibition/gallery space	<ul style="list-style-type: none"> <li>As above.</li> </ul>
7. Physical consolidation of cultural assets around main hubs of activity in the town centre	<ul style="list-style-type: none"> <li>Attendees did not specifically comment on ideas around physical consolidations but acknowledged further improvements may be needed to increase connectivity and signposting between cultural venues in Watford.</li> </ul>







**WATFORD  
BOROUGH  
COUNCIL**

# Equality Impact Analysis

<b>Title of policy, function or service</b>	Cultural Strategy 2018/25  Review
<b>Lead officer</b>	Vince Murphy
<b>Person completing the EIA</b>	Kathryn Robson (updated)
<b>Type of policy, function or service:</b>	Existing (reviewed) <input type="checkbox"/>
<b>Version &amp; Date</b>	V3 – SEPT 2018  V4 – DEC 2020 / JAN 2021

## 1. Background

### **ORIGINAL EQUALITY IMPACT ANALYSIS (2018)**

The council has recognised the important role culture, in all its forms, plays in delivering this vision for the borough. It also recognises that a strong, attractive and appealing cultural offer does not happen by chance and that investment is required to identify and establish the strategic direction, ambitions, priorities and actions that will bring success and deliver outcomes that will benefit the town and its communities.

Watford's previous Cultural Strategy resulted in a number of achievements but ended in 2017. Amongst these achievements were: physical improvements to Watford Colosseum and Watford Palace Theatre our significant arts and cultural venues, the delivery of world class artists into the High Street for the 'Imagine Festival', digital screenings, the creation of an artists' networks, learning and volunteering opportunities for local people and the delivery of a suite of free events such as the BIG Screen, Beach, Dance and Ice Rink.

Over the last few months, the council has been working alongside experienced and knowledgeable cultural consultants and with our cultural partners to develop a new Cultural Strategy – 2018 – 2025.

The new strategy sets out a cultural vision: *'to grow sustainable opportunities for creative enterprise, cultural provision and participation for our local communities, businesses and visitors which will, in turn, strengthen Watford's appeal as a creative destination'*

There are strong cultural partnerships in Watford and it is via this leadership that arts and culture will emerge as key factor in the future of the town's success, reputation and branding.

The Watford Cultural Strategy 2018 -2025 has four main priority areas interwoven into focus areas detailed in the plan:

1. Local Heritage
2. Vibrancy and Connectedness
3. Artistic Production and
4. Artistic Production

The strategy also has an action plan, which highlights where interventions will benefit the borough's cultural offer both in the short and longer term.

Overall the Cultural Strategy is designed to improve lives, enrich experiences and provide new ones as well as delivering new opportunities for developing careers. Culture is attempting to join people together, educate, break down barriers, be inclusive, promote and celebrate diversity and equality. In this way, the council is meeting its public sector equality duty to foster good relations between people who share a protected characteristic and those who don't. At the same time it is committed to ensuring that nothing within the strategy or associated action plan could be seen as discriminatory to any of the people in the groups with the protected characteristics below.

### **UPDATE – JANUARY 2021**

In 2020, in light of the Covid-19 pandemic, the Council decided it was timely to reflect on how best to adapt these priorities given the challenges and opportunities presented by the pandemic. Building upon the success of Watford Together, a joint project with the Council and culture and leisure partners to engage borough residents in creative activities during lockdown, and the stated aims of the Council Plan 2020-24, which had

culture at the heart, the Council sought to identify opportunities for new collaborations and efficiencies (physical, programmatic, and virtual) across Watford's cultural assets.

The Council engaged strategic culture consultants AEA Consulting in August 2020 to review the implementation of the Council's 2018 Cultural Strategy. The report was commissioned following the impact of the Covid-19 pandemic but also to link in with the establishment of the Town Hall Quarter (THQ) programme, which is looking to revitalise the north end of the High Street by a combination of regeneration schemes (Housing and businesses), redevelopment of the Town Hall including relocation of the Council's museum, and refurbishment and repurposing of the Colosseum. This report feeds in a number of recommendations to the Town hall and Colosseum projects of the THQ programme.

The AEA Consulting work was carried out over a 2 month period in August and September 2020 and consisted of engagement with a number of cultural stakeholders, review of other towns and councils who have undertaken similar projects and a detailed market assessment of the cultural sector in Watford.

The AEA review identified recommendations grouped in three areas:

1. ***Town Hall Quarter: Cultural infrastructure provision within the proposed development in the north of the town centre***
2. ***Leadership and Governance: coordinated strategy and oversight for the cultural sector***
3. ***Wider Cultural Infrastructure Support***

## **2. Focus of the Equality Impact Analysis**

This EIA, developed initially in 2018 and reviewed in light of the AEA report of 2021, to assess the impact of the Cultural Strategy 2018-2025, the review and integrated action plan considers the potential equality related impacts, both positive and negative of these on the people in the groups or with the characteristics protected in the Equalities Act 2010.

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. Engagement and consultation**

In developing the Cultural Strategy a number of workshops were held to ascertain various people's views on culture in Watford. This included the Cultural Leaders Steering Group, the Cultural Leaders Group, the Community Arts Network and students from West Herts College. In addition an on line questionnaire was developed and two public open day events held.

The public consultation did not specifically pick up any equality monitoring data but asked more general feedback on Watford's perceived identity, what activities people currently participate in and what they thought was missing in terms of the cultural offer. It also tested the emerging themes of the strategy. The issue of greater cultural activities for teenagers was raised through the engagement – this was not just with the students at the College but also with the wider engagement groups.

It is proposed that the strategy is monitored through its lifespan and that as initiatives are identified and delivered, they are tested against this analysis and the principles set out for the council in its public sector equality duty.

Ongoing customer satisfaction surveys will ensure there is a check back with our communities, providing them with an opportunity to feedback on our plans.

**RECOMMENDATION 1:** Any consultation, satisfaction survey undertaken on the delivery of initiatives within the strategy should include some key demographic questions so the council has an understanding of the impact on some protected characteristics.

#### **UPDATE – JANUARY 2021**

The Covid-19 pandemic significantly impacted the delivery of the initial Cultural Strategy action plan limiting the amount of activity and monitoring that could be undertaken. This recommendation should be carried forward to the revised integrated action plan and relevant activities which generate any consultation, satisfaction surveys etc.

### **3. What we know about the Watford population**

Our Cultural Strategy will impact on communities beyond our borough boundary as well as our own residents. However, we would want to ensure that what we know about the Watford population is taken into account as we devise how we respond to the challenges and opportunities set out in the Strategy, review and integrated action plan. In particular, we recognise that we are a diverse town with a younger population than the national average. We also know that whilst we are, overall, a prosperous town there are pockets where people experience a degree of deprivation compared to the national average.

To meet our public sector equalities duty, we will want to ensure that our cultural activities and developments take into account our population. This will ensure we are not discriminating unintentionally, not addressing potential barriers to participation and that we are maximising the opportunities culture presents to foster good relations within our communities and strengthen the ties between them.

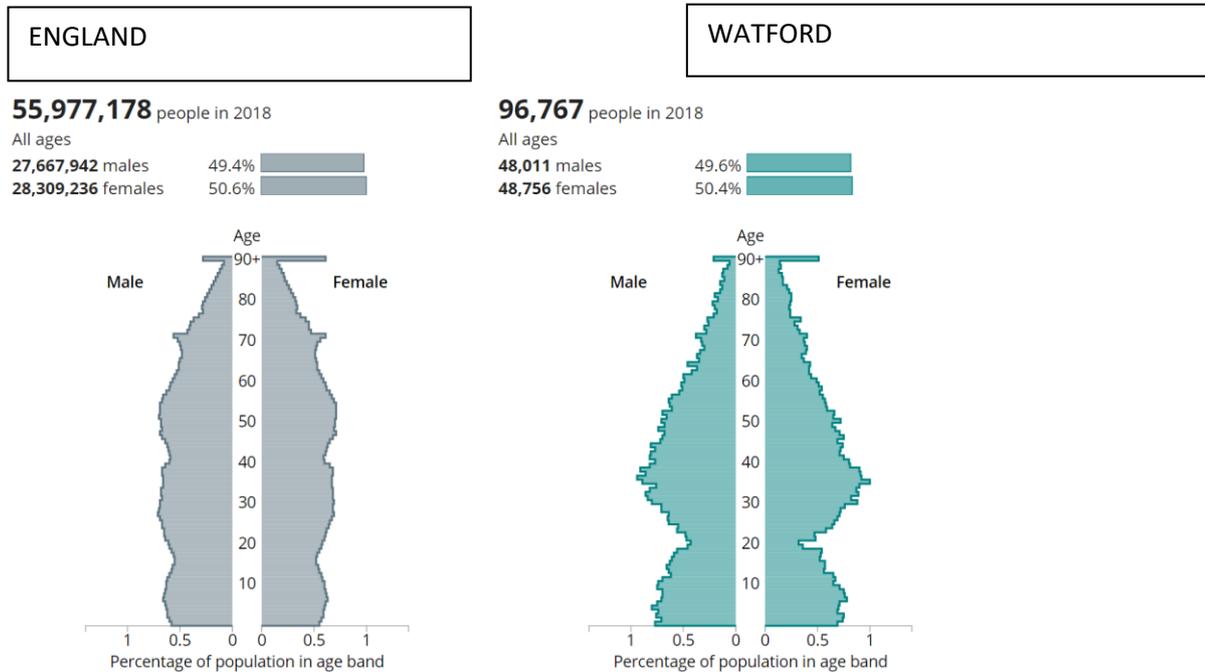
#### **Population**

The current population of Watford is 96,600 (ONS mid-2019 estimate). This was slightly less than estimated in 2018 (96,800 rounded). The slowing of population growth across the UK (marked by a fall in Watford) is attributed to the lowest number of births for 14 years alongside an increase in emigration and a fall in

international immigration.

Watford’s population is currently projected to increase to 105,000 by 2025 and 110,300 by 2035, a rise from 2016 of 14.2%. This growth will be a challenge for Watford, given our tight borough boundaries and is recognised within the Council Plan, shaping a number of our commitments and areas for action in the Delivery Plan.

The graphs below show a comparison between the sex and age profile of England’s population with that of Watford. (ONS 2018).



Overall, this comparison shows that Watford is a relatively young town. This is particularly the case in the 0 to 19 age range where 26.5% of the population are between those ages, compared with 23.6% nationally. Similarly the 30 to 49 cohort accounts for a significantly higher proportion of the Watford population at 32.1%, compared to 26.1% nationally. This means that we are a town which is popular with families and, whilst we are a town for all, we recognise that our plans need to reflect our large number of young people and families.

**Population density**

The population density for Watford is circa 4,600 people per square kilometre. This makes it the most densely populated district area in Hertfordshire and in the country (432 per square kilometre). This is a reflection that we are an urban district, with many characteristics of a metropolitan borough. In comparison with many metropolitan boroughs, particularly those in and around the outskirts of London, our density is relatively low.

**Ward level populations (mid-year 2019 estimates)**

The ONS publishes experimental data on ward level populations. The last release date was for mid-year 2019. This showed Central ward had the highest population (9,556) and Tudor the lowest (6,713). Further analysis shows that Nascot ward had a significantly higher number of elderly residents than other wards in Watford, whilst Central a significantly higher number of under 20s.

Ward	Mid-year 2018
Callowland	7,943
Central	9,556

Ward	Mid-year 2018
Oxhey	6,800
Park	8,698

Holywell	8,748
Leggatts	7,697
Meriden	7,876
Nascot	8,774

Stanborough	7,395
Tudor	6,713
Vicarage	8,723
Woodside	7,678

ONS experimental data ([Ward Level Mid-Year Population Estimates \(experimental\), Mid-2019](#))

## Households

### 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 May 2020 the figure was 40,275 (council tax base).

The average household size in Watford is currently 2.45. This is currently average for the region. Nationally, there is downward trend in household size projected over the next 20 years. The Watford average household size is envisaged to drop to 2.33 person household in 2039, which this is larger than that projected for the English average (2.21 in 2039) and the Hertfordshire average (2.29 in 2039). These projections have implications for Watford in terms of development and growth.

### 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 2016 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; it is one of the strengths of our town and what makes us such a vibrant and diverse town.

For Watford, the Census 2011 shows the following main breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%), British other Asian (4.4%) and African (3.5%), White Irish (2.3%) and Caribbean (1.7%).

The full breakdown from Census 2011 is at Appendix A.

In 2016, the ONS published population estimates by ethnicity. This did not report ethnicities to the level of granularity that the Census reported ethnicity. The estimates for 2016 were: White British (59% - 57,000 residents), Asian / Asian British (19% - 19,000 residents), All Other White (12% - 12,000 residents), Black / African / Caribbean / Black British (4% - 4,000 residents), Mixed / Multiple Ethnic Group (4% - 4,000 residents) and Other Ethnic Group (1% - 1,000 residents).

**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.

The National Insurance Registrations year to September 2020 shows there were 1,258 registrations in Watford, of which 608 were from the EU, 331 were from Romania and Bulgaria, 342 from South Asia and 211 from Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden. 90 came from sub Saharan Africa and 22 from North Africa.

The most recent breakdown (September 2020) is at Appendix B.

**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 that Watford remains a town with a diverse community with English still the predominant language (at around 60%) followed by (in order of self-selection by Watford families): Urdu, Polish, Tamil, Romanian, Gujarati, Punjabi, Gujarati and Hindi. The most selected African language spoken is Arabic (113 families – although not spoken exclusively in Africa) and Akan/Twi-Fante (78 families).

The full breakdown for 2018 is at Appendix C.

**Births and origin of parents:** In 2018, nearly 60% (59.6%) of children born to Watford based parents, had one or both parents born outside of the UK, with 42% having both parents born outside of the UK. 52% of new mothers in Watford were born outside of the UK (1397 births in total, with 667 to mothers born in the UK and 730 born outside of the UK. Of these 257 mothers were born in the ‘new’ EU countries – those that had joined since 2004) and 252 in the Middle East and Asia. 88 mothers were born in Africa.

**EU Settlement Scheme (EUSS) quarterly statistics (28 August 2018 to 31 March 2020) – experimental data:** In May 2020, the Government issued data on the number of applications made to the EUSS from 28 August 2018 to 31 March 2020, and applications concluded during the same time period. This shows that up to March 2020, 11,630 people in Watford had applied for EUSS. Of these the following were the highest number of nationalities who had applied: Romanian (3,530), Polish (1,810), Portuguese (1,020) and Bulgarian (580).

The full analysis is at Appendix D.

### **Age**

The largest populations by age band in Watford are:

- 35-39 years (8,537)
- 30-34 years (7,921)
- 40 -44 years (7,458)
- 5 -9 years (7,027)

Compared with other districts in Hertfordshire, Watford has fewer 65+ years residents. The age profile of the borough is more comparable with cities who have younger age profiles and where younger people are attracted by lifestyle opportunities, affordable housing and good transport links.

**Median age:** the median age in Watford is 37 years. This compares to 40 for England (mid-year 2019)

population estimates)

### **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 (Census 2011).

The 2019 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 men at 65 is similar to the England average but for women it is significantly worse (2016-18).

The profile also shows that Watford is below average for a number of important health indicators, which may have had some impact on the town's rate of deaths from COVID-19. These include: residents eating the recommended 5 a day portions of fruit and vegetables, over-18s who are obese and physically active adults. All reported cancer screenings were below average for Watford and emergency admissions for falls from the age of 65 plus were worse than for the England average.

### **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%.

In 2016, the ONS published population estimates by religion. This took an estimated population of 94,000 for Watford and the main religions identified through the estimates were: Christian (53%), Muslim (10%), Hindu (9%) with no religion at 26%.

### **Sexual orientation / Transgender**

Watford has no specific data on the transgender community within the borough or for the sexual orientation of its community. It is anticipated that these questions will be asked in the Census 2021.

### **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 fourth highest percentage (44.4%) in Hertfordshire of those with qualifications at NVQ 4 and above (Three Rivers is the highest with 63.5%, St Albans the second highest at 58.5% and East Herts third highest with 45.7%); this is close to the Hertfordshire average of 42% average but higher than the Great Britain average of 40.3%.

83.7% of Watford residents have achieved 5 A\*-C or equivalent. This is the better than the England average of 75.6 (Jan – Dec 2019)

### **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 27 statutory homeless (September 2020) and 95 households in temporary accommodation (September 2020).

### **Deprivation**

The English Indices of Deprivation (IoD) 2019 were published by the Government in September 2019, and updates the previous 2015 Indices, published in September 2015. The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods, called Lower-layer Super Output Areas, in England

The IoD2019 is based on 39 separate indicators, organised across seven distinct domains of deprivation which are combined and weighted to calculate the Index of Multiple Deprivation 2019

In the IMD 2019, Watford is ranked 195 out of 317 authorities, putting it in the 7<sup>th</sup> 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 2015.

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, health and disability, 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 than for other areas.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2019 are as follows (the ranking for the last IMD data in 2015 is shown in brackets in the first column). Deprivation has also been identified as an indicator for poorer COVID-19 outcomes so understanding our areas of deprivation, particularly if we apply greater granularity around health and income deprivation. The LSOA, which contains some of Whippendell Road, Chester Road and Durban Road West is within the second most deprived health and disability quartile does not feature in the top 10 most deprived LSOAs

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (1)	<b>Central</b> (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860 (009B)	5 (5)	1st (1st)	5055 (5005)	2nd (2nd)
2 (3)	<b>Holywell</b> (Caractacus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865 (011C)	21 (22)	1st (1st)	7239 (7800)	3rd (3rd)
3 (2)	<b>Meriden</b> (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876 (003D)	26(19)	1st (1st)	7924 (7590)	3rd (3rd)
4 (4)	<b>Holywell</b> (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866 (011D)	27 (30)	1st (1st)	8294 (9203)	3rd (3rd)
5 (7)	<b>Woodside</b> (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906 (001C)	61 (41)	1st (1st)	10719 (10062)	4th (4th)
6 (10)	<b>Oxhey</b> (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883 (012B)	62 (49)	1st (1st)	10758 (10710)	4th (4th)
7 (13)	<b>Callowland</b> (Maude Crescent, St George's Road, Breakspere Close, Nicholas Close)	E01023857 (006C)	67 (56)	1st (1st)	10894 (10812)	4th (4th)
8 (9)	<b>Meriden</b> (Gaddesden Crescent, Bovingdon Crescent, Garston Lane)	E01023877 (003E)	73 (75)	2nd (2nd)	11225 (11837)	4th (4th)
9 (12)	<b>Leggatts</b> (The Harebreaks, Chestnut Walk, Foxhill, Brushrise, Elm Grove)	E01023870 (004C)	78 (52)	2nd (1st)	11515 (10734)	4th (4th)
10 (5)	<b>Stanborough</b> (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891 (002B)	92 (31)	1st (1st)	11970 (9377)	4th (3rd)

### 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. It confirms we are a young and diverse borough.

Old Code	Type Code	Type Label	Type Description	2020 Households	2017 Households	2020 Watford %	2017 Watford %	Difference	Trend	2017 Rank
J40	O61	Career Builders	Professional singles and couples in their 20s and 30s progressing in their field of work from commutable properties	5257	4045	13.3%	12.5%	0.8%	▲	1
D14	G26	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	3660	2499	9.2%	7.7%	1.5%	▲	3
I36	N58	Culture & Comfort	Thriving families with good incomes in diverse suburbs	3575	3321	9.0%	10.3%	-1.3%	▼	2
J44	O63	Flexible Workforce	Successful young renters ready to move to follow worthwhile incomes from service sector jobs	2927	1954	7.4%	6.0%	1.4%	▲	6
M56	I36	Solid Economy	Stable families with children, renting higher value homes from social landlords	2701	2172	6.8%	6.7%	0.1%	▲	5
I37	N57	Community Elders	Established older households owning city homes in diverse neighbourhoods	2574	1128	6.5%	3.5%	3.0%	▲	9
H35	H30	Primary Ambitions	Families with school-age children, who have bought the best house they can afford within popular neighbourhoods	2434	1550	6.1%	4.8%	1.3%	▲	7
D17	G27	Thriving Independence	Well-qualified older singles with incomes from successful professional careers in good quality housing	1949	2422	4.9%	7.5%	-2.6%	▼	4
I39	N60	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1731	1099	4.4%	3.4%	1.0%	▲	10
B08	B05	Premium Fortunes	Asset-rich families with substantial income, established in distinctive, expansive homes in wealthy enclaves	1448	1237	3.6%	3.8%	-0.2%	▼	8



**Total (Top 10)**                    **28,256**                    **21,427**  
**Total Households in Watford**   **39,675**                    **32,370**

### **Watford's MOSAIC profile (2020)**

#### **Key issues identified from our borough profile:**

- A young population with a higher proportion of those under 50, which, given the higher proportion of under 20s indicates Watford is a town with a high number of families
- A growing population where there will be more smaller households but where there will still be a need for family homes
- A very diverse population and a town that continues to attract people from across the globe and with a high proportion of BAME residents
- Some underlying health related issues, particularly around preventative health measures and healthy living
- Areas where residents are experiencing less positive outcomes – often as a result of multiple issues but which could be impacting on life chances and opportunities

#### 4. How will the council ensure equality is promoted through the Cultural Plan 2018-2025, review and integrated action plan 2021

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Watford Cultural Strategy

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

Given what we know about the Watford population, the following is the assessment of the equality impacts, both positive and negative of the proposals in the Watford Cultural Strategy 2018 -2025, the review and integrated action plan.

##### A. Positive impacts

###### **Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act**

The council recognises that people can face discrimination, harassment and victimisation in their daily lives. This can extend to when they are accessing cultural opportunities and activities. We will look to eliminate these behaviours as they might arise (taking into account that they are not always intentional) in relation to the strategy by:

- creating welcoming and safe places for our communities, this will reduce the risk of negative behaviours and reduce discrimination. Where places are well designed, open and appealing, they will attract activity, movement and generally be less prone to behaviours that could result in harassment and victimisation
- improving and enhancing accessibility when any upgrades / refurbishments to facilities or the public realm is proposed e.g. Watford Museum, Watford Pump House
- delivering the Big Events programme and other similar outdoor activities that are accessible to those with physical impairments. This would involve ease of access, provision of support for those with hearing difficulties (such as at the films at the Big Screen)

###### **Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it**

Culture should be open to all and the opportunities it offers equally open. The strategy clearly defines some of the opportunities that will emerge for the cultural sector in Watford as it is delivered. The council will want

to ensure these are equally open across all its communities and residents. Some of the ways this can be achieved include:

- providing small creative workspaces where people can test ideas, sell goods all at a reduced rental space can help to reduce the barriers to start ups amongst the younger generation
- encouraging participation in cultural activities and events by groups and individuals from protected characteristics
- ensuring there are no barriers to participation in cultural events, activities and facilities – this would involve considering issues such as timing (certain days / times of the year could exclude participation for some protected characteristics), content and generally not making assumptions as to what experiences people would want to take part in
- ensuring way finding and navigation around the town is clear and legible, providing people with the information they need to access the town’s cultural offer. This needs to be complemented with accessible varied surface treatments, appropriate materials and lighting so that activities, events, and facilities are accessible and people will find it easier to navigate themselves around the town.
- Watford’s West Herts College is well placed to harness the creative cultural opportunities in the borough, supporting young people into creative careers supported by Watford Place Theatre, Dan Tien and Herts Inclusive Theatre.

#### **UPDATE 2021**

- developing the Town Hall Quarter to provide additional opportunities for culture, entertainment and creativity, exploring a new home for Watford Museum and increase the use and animation of Watford Colosseum ensuring it is accessible, vibrant and takes into account the diversity of Watford’s population
- ensuring the new governance for culture in Watford is diverse, embracing the range of cultures, ages, interests of the Watford community, ensuring through the governance there are no barriers to participating in Watford’s cultural life and making sure all voices are heard, particularly amongst the harder to reach communities

#### **Foster good relations between people who share a relevant protected characteristic and people who do not**

Culture is recognised as an effective way to bring communities together, break down barriers and enhance the lives of individuals. In this way, it can support good relations and a strong, cohesive community where people with protected characteristics enjoy everything the town has to offer alongside those who do not.

- The provision of festivals and events in the strategy is a positive way of bringing whole communities together in a creative way celebrating through diverse multi-cultural celebrations. The burgeoning music scene showcasing talent across the town provides a rich source of engagement and enjoyment from all the groups

- Through one of the strategy's key themes of celebrating and valuing our heritage and character, we can demonstrate what makes Watford special for its past and present communities
- The focus area around greening, softening and animating spaces to sit, enjoy planting and engage in social exchange will bring intimacy and visual delight, encouraging people to dwell and connect with each other
- Creating opportunities to socialise, experience more unique food offerings, more pop events, in a relaxed and yet quirky environment of the market space allows opportunities for more integrated social connectivity.
- Creating community and exhibition spaces will harness and amplify the energy and talents of local individuals and groups. Creatives want to share skills, experiences help start-ups, develop new skills. This helps to foster positive relationships amongst people.
- The developing Fringe Festival could be a 'hot bed' of local creative talent for all ages across the borough
- By providing a broad range of communications material such as digital, website, social media, print, information on arts and cultural activities can be more easily obtainable
- Harnessing planning policy and implementing changes within the strategy will embed the value and importance of culture. The UK's Planning Framework requires councils to make provision for the cultural well-being of communities
- A creative forum will allow the culture and arts conversations to flow and help to connect representatives across the spectrum. This helps to foster good relationships, support, sharing of skills and experience.

## **B. Negative impacts**

There are potential negative impacts from the implementation of the Cultural Strategy, the review and integrated action plan if the needs of those with protected characteristics are not considered. These are likely to be unintentional such as focusing on one group to deliver positive benefits but at the same time overlooking the needs of another group. For example, whilst the need for more activities and opportunities for teenagers and for younger creative people has been highlighted, we need to be mindful that this does not have unforeseen consequences for another group.

It is also possible that activities / events could discriminate if issues such as cultural sensitivities or requirements are not taken into account, an extreme example would be holding a food festival during Ramadan or a major celebration of art and culture does not explore a wide range of different cultures but just focuses on one area of interest.

The council understands its community and the strategy could have negative impacts if this was not taken into account when making plans for the town's cultural offer. Whilst it is recognised that not every event or activity can appeal to all sections of every community, those delivering the strategy need to ensure that unintentional negative impacts are considered.

## **5. 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 council is required to have due regard to the need to:

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

Whilst the EIA has identified potential negative impacts, overall it has identified many positive impacts that identify how the council will meet its Public Sector Equality Duty. The Cultural Strategy, the review and integrated action plan offers outstanding opportunities for people to enjoy, mix and mingle thus fostering good relations amongst communities. By creating safe, welcoming spaces and a vibrant cultural scene this will support people with protected characteristics and break down any perceived barriers.

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

Positive Impact	Protected characteristics	Ways to ensure the positive impact
The implementation of the Cultural Strategy is designed to ensure all groups are positively impacted through engaging culture in Watford	ALL	By continually monitoring the EIA on each project proposal, seeking out views of the public to ensure there is very little negative impact or this is reduced as far as possible.
Encourage feedback from our communities via customer surveys and any relevant draft proposals	ALL	<p>Ensure there are sufficient opportunities for people to engage in any proposals, particularly those with a protected characteristic in advance of a decision being made</p> <p>Ensure feedback is considered in decision making where relevant and appropriate</p> <p>Ensure surveys include some relevant demographic information</p>
Developing the Town Hall Quarter to provide additional opportunities for culture, entertainment and creativity, exploring a new home for Watford Museum and increase the use and animation of Watford Colosseum ensuring it is accessible, vibrant and takes into account the diversity of Watford's population	ALL	<p>Ensure that the programme and projects within the Town Hall Quarter assess the equality impacts of their outcomes.</p> <p>Ensure there are sufficient opportunities for people to engage in any proposals, particularly those with a protected characteristic in advance of a decision being made</p> <p>Ensure feedback is considered in decision making where relevant and appropriate</p> <p>Ensure surveys include some relevant demographic information</p>

<b>Positive Impact</b>	<b>Protected characteristics</b>	<b>Ways to ensure the positive impact</b>
Ensuring the new governance for culture in Watford is diverse, embracing the range of cultures, ages, interests of the Watford community, ensuring through the governance there are no barriers to participating in Watford’s cultural life and making sure all voices are heard, particularly amongst the harder to reach communities	ALL	Ensure that the community across Watford representing the cultural sector are fully engaged in the governance, reaching out to those who may not immediately come forward

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

<b>Negative Impact</b>	<b>Protected characteristics</b>	<b>Ways to mitigate the negative impact</b>
Creative workspaces and creative careers could potentially provide more opportunity to the younger population	ALL – except for younger people	Ensuring there are balanced opportunities for all creatives across the spectrum to start up business and or a career.

**Appendix A:**

**Census 2011: Watford Borough ethnicity data**

	<b>WATFORD 2011</b>
White: English/Welsh/Scottish/Northern Irish/British	61.9% (55,875)
White Irish	2.3% (2,063)
White: Gypsy or Irish Traveller	0.1% (61)
White: Other White	7.7% (6,947)
Mixed/multiple ethnic group: White and Black Caribbean	1.1% (990)
Mixed/multiple ethnic group: White and Black African	0.5% (412)
Mixed/multiple ethnic group: White and Asian	1.0% (939)
Mixed/multiple ethnic group: Other Mixed	0.8% (763)
Asian/Asian British: Indian	5.5% (4,923)
Asian/Asian British: Pakistani	6.7% (6,082)
Asian/Asian British: Bangladeshi	0.4% (362)
Asian/Asian British: Chinese	0.9% (822)
Asian/Asian British: Other Asian	4.4% (3,981)
Black/African/Caribbean/Black British: African	3.5% (3,142)
Black/African/Caribbean/Black British: Caribbean	1.7% (1,558)
Black/African/Caribbean/Black British: Other Black	0.6% (529)
Other ethnic group: Arab	0.3% (294)
Other ethnic group: Any other ethnic group	0.6% (558)

**Appendix B:**

**National Insurance registrations – Hertfordshire – September 2020**

		European Union				Non-European Union (Other Europe)	Asia				Rest of the World					Unknown
	<b>TOTAL</b>	European Union EU15	European Union EU8	European Union EU2	European Union Other	Other Europe	Middle East and Central Asia	East Asia	South Asia	South East Asia	Sub-Saharan Africa	North Africa	North America	Central and South America	Oceania	Unknown
Broxbourne	483	66	49	190	7	79	5	7	27	8	33	8	8	7	..	..
Dacorum	698	129	55	238	..	33	12	12	80	11	84	5	13	13	13	..
East Hertfordshire	680	398	56	96	..	18	..	5	42	9	18	5	16	19	7	..
Hertsmere	696	120	35	240	..	68	15	8	61	30	64	6	14	15	12	..
North Hertfordshire	270	50	35	65	5	12	..	..	51	5	23	..	5	5	10	..
St Albans	470	136	32	72	5	40	11	16	50	12	35	11	20	12	24	..
Stevenage	466	48	28	124	7	13	..	..	130	28	48	18	5	5	..	..
Three Rivers	311	69	10	84	6	21	..	5	64	5	17	..	12	12	15	..
Watford	1,258	211	66	331	608	40	13	13	342	37	90	22	20	41	14	..
Welwyn Hatfield	2,326	226	116	332	9	47	25	19	1,146	83	257	8	27	28	12	..

**World area reporting structure - subgroups and nationalities.**

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Asia	East Asia	China
Asia	East Asia	Hong Kong
Asia	East Asia	Japan
Asia	East Asia	Macau
Asia	East Asia	Mongolia
Asia	East Asia	North Korea
Asia	East Asia	South Korea
Asia	East Asia	Taiwan
Asia	Middle East and Central Asia	Afghanistan
Asia	Middle East and Central Asia	Bahrain
Asia	Middle East and Central Asia	Iran
Asia	Middle East and Central Asia	Iraq
Asia	Middle East and Central Asia	Israel
Asia	Middle East and Central Asia	Jordan
Asia	Middle East and Central Asia	Kazakhstan
Asia	Middle East and Central Asia	Kuwait
Asia	Middle East and Central Asia	Kyrgyzstan
Asia	Middle East and Central Asia	Lebanon
Asia	Middle East and Central Asia	Oman
Asia	Middle East and Central Asia	Qatar
Asia	Middle East and Central Asia	Saudi Arabia
Asia	Middle East and Central Asia	Sharjah
Asia	Middle East and Central Asia	Syria
Asia	Middle East and Central Asia	Tajikistan
Asia	Middle East and Central Asia	Turkmenistan
Asia	Middle East and Central Asia	United Arab Emirates

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Asia	Middle East and Central Asia	Uzbekistan
Asia	Middle East and Central Asia	Yemen
Asia	South Asia	Bangladesh
Asia	South Asia	Bhutan
Asia	South Asia	British Indian Ocean Territory
Asia	South Asia	India
Asia	South Asia	Maldives
Asia	South Asia	Nepal
Asia	South Asia	Pakistan
Asia	South Asia	Sri Lanka
Asia	South East Asia	Brunei
Asia	South East Asia	Burma
Asia	South East Asia	Cambodia
Asia	South East Asia	East Timor
Asia	South East Asia	Indonesia
Asia	South East Asia	Laos
Asia	South East Asia	Malaysia
Asia	South East Asia	Philippines
Asia	South East Asia	Sabah
Asia	South East Asia	Sarawak
Asia	South East Asia	Singapore
Asia	South East Asia	Thailand
Asia	South East Asia	Vietnam
European Union	European Union EU15	Austria
European Union	European Union EU15	Belgium
European Union	European Union EU15	Denmark
European Union	European Union EU15	Finland
European Union	European Union EU15	France
European Union	European Union EU15	Germany

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
European Union	European Union EU15	Greece
European Union	European Union EU15	Ireland
European Union	European Union EU15	Italy
European Union	European Union EU15	Luxembourg
European Union	European Union EU15	Netherlands
European Union	European Union EU15	Portugal
European Union	European Union EU15	Spain
European Union	European Union EU15	Sweden
European Union	European Union EU2	Bulgaria
European Union	European Union EU2	Romania
European Union	European Union EU8	Czech Republic
European Union	European Union EU8	Estonia
European Union	European Union EU8	Hungary
European Union	European Union EU8	Latvia
European Union	European Union EU8	Lithuania
European Union	European Union EU8	Poland
European Union	European Union EU8	Slovakia
European Union	European Union EU8	Slovenia
European Union	European Union Other	Croatia
European Union	European Union Other	Cyprus
European Union	European Union Other	Malta
Non-European Union (Other Europe)	Other Europe	Albania
Non-European Union (Other Europe)	Other Europe	Andorra
Non-European Union (Other Europe)	Other Europe	Armenia
Non-European Union (Other Europe)	Other Europe	Azerbaijan
Non-European Union (Other Europe)	Other Europe	Belarus
Non-European Union (Other Europe)	Other Europe	Bosnia and Herzegovina
Non-European Union (Other Europe)	Other Europe	Bouvet Island
Non-European Union (Other Europe)	Other Europe	Faroe Islands

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Non-European Union (Other Europe)	Other Europe	Georgia
Non-European Union (Other Europe)	Other Europe	Greenland
Non-European Union (Other Europe)	Other Europe	Iceland
Non-European Union (Other Europe)	Other Europe	Liechtenstein
Non-European Union (Other Europe)	Other Europe	Macedonia
Non-European Union (Other Europe)	Other Europe	Moldova
Non-European Union (Other Europe)	Other Europe	Monaco
Non-European Union (Other Europe)	Other Europe	Norway
Non-European Union (Other Europe)	Other Europe	Russia
Non-European Union (Other Europe)	Other Europe	San Marino
Non-European Union (Other Europe)	Other Europe	Serbia & Montenegro
Non-European Union (Other Europe)	Other Europe	Switzerland
Non-European Union (Other Europe)	Other Europe	Turkey
Non-European Union (Other Europe)	Other Europe	Ukraine
Non-European Union (Other Europe)	Other Europe	Vatican City
Rest of the World	Central and South America	Anguilla
Rest of the World	Central and South America	Antigua
Rest of the World	Central and South America	Antilles (Netherlands)
Rest of the World	Central and South America	Argentina
Rest of the World	Central and South America	Aruba and Curaçao
Rest of the World	Central and South America	Bahamas
Rest of the World	Central and South America	Barbados
Rest of the World	Central and South America	Barbuda
Rest of the World	Central and South America	Belize
Rest of the World	Central and South America	Bermuda
Rest of the World	Central and South America	Bolivia
Rest of the World	Central and South America	Brazil
Rest of the World	Central and South America	Cayman Islands
Rest of the World	Central and South America	Chile

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Central and South America	Colombia
Rest of the World	Central and South America	Costa Rica
Rest of the World	Central and South America	Cuba
Rest of the World	Central and South America	Dominica
Rest of the World	Central and South America	Dominican Rep
Rest of the World	Central and South America	Ecuador
Rest of the World	Central and South America	El Salvador
Rest of the World	Central and South America	Falkland Islands
Rest of the World	Central and South America	French Guiana
Rest of the World	Central and South America	Grenada
Rest of the World	Central and South America	Guadeloupe
Rest of the World	Central and South America	Guatemala
Rest of the World	Central and South America	Guyana
Rest of the World	Central and South America	Haiti
Rest of the World	Central and South America	Honduras
Rest of the World	Central and South America	Jamaica
Rest of the World	Central and South America	Martinique
Rest of the World	Central and South America	Mexico
Rest of the World	Central and South America	Montserrat
Rest of the World	Central and South America	Nicaragua
Rest of the World	Central and South America	Panama
Rest of the World	Central and South America	Paraguay
Rest of the World	Central and South America	Peru
Rest of the World	Central and South America	Sint Maarten (Dutch Part)
Rest of the World	Central and South America	South Georgia & South Sandwich Island
Rest of the World	Central and South America	St Kitts and Nevis
Rest of the World	Central and South America	St Lucia
Rest of the World	Central and South America	St Pierre & Miquelon
Rest of the World	Central and South America	St Vincent & Grenadines

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Central and South America	Suriname
Rest of the World	Central and South America	Trinidad & Tobago
Rest of the World	Central and South America	Turks & Caicos Islands
Rest of the World	Central and South America	Uruguay
Rest of the World	Central and South America	Venezuela
Rest of the World	Central and South America	Virgin Islands (British)
Rest of the World	North Africa	Algeria
Rest of the World	North Africa	Egypt
Rest of the World	North Africa	Libya
Rest of the World	North Africa	Mauritania
Rest of the World	North Africa	Morocco
Rest of the World	North Africa	Sudan
Rest of the World	North Africa	Tunisia
Rest of the World	North Africa	Western Sahara
Rest of the World	North America	Canada
Rest of the World	North America	Puerto Rico
Rest of the World	North America	United States
Rest of the World	North America	Virgin Islands (USA)
Rest of the World	Oceania	American Samoa
Rest of the World	Oceania	Antarctic Territories (British)
Rest of the World	Oceania	Australia
Rest of the World	Oceania	Christmas Island
Rest of the World	Oceania	Cocos (Keeling) Islands
Rest of the World	Oceania	Cook Islands
Rest of the World	Oceania	Fiji
Rest of the World	Oceania	French Polynesia (inc. Tahiti)
Rest of the World	Oceania	French Southern Territories
Rest of the World	Oceania	Heard Island & McDonald Islands
Rest of the World	Oceania	Micronesia (Sub Region)

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Oceania	New Caledonia
Rest of the World	Oceania	New Zealand
Rest of the World	Oceania	Niue
Rest of the World	Oceania	Norfolk Island
Rest of the World	Oceania	Papua New Guinea
Rest of the World	Oceania	Pitcairn
Rest of the World	Oceania	Samoa
Rest of the World	Oceania	Solomon Islands
Rest of the World	Oceania	Tokelau
Rest of the World	Oceania	Tonga
Rest of the World	Oceania	Tuvalu
Rest of the World	Oceania	US Minor Outlying Islands
Rest of the World	Oceania	Vanuatu
Rest of the World	Oceania	Wallis & Futuna
Rest of the World	Sub-Saharan Africa	Angola
Rest of the World	Sub-Saharan Africa	Benin
Rest of the World	Sub-Saharan Africa	Botswana
Rest of the World	Sub-Saharan Africa	Burkina Faso
Rest of the World	Sub-Saharan Africa	Burundi
Rest of the World	Sub-Saharan Africa	Cameroon
Rest of the World	Sub-Saharan Africa	Cape Verde
Rest of the World	Sub-Saharan Africa	Central African Republic
Rest of the World	Sub-Saharan Africa	Chad
Rest of the World	Sub-Saharan Africa	Comoros
Rest of the World	Sub-Saharan Africa	Congo
Rest of the World	Sub-Saharan Africa	Congo (Democratic Republic)
Rest of the World	Sub-Saharan Africa	Djibouti
Rest of the World	Sub-Saharan Africa	Equatorial Guinea
Rest of the World	Sub-Saharan Africa	Eritrea

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Sub-Saharan Africa	Ethiopia
Rest of the World	Sub-Saharan Africa	Gabon
Rest of the World	Sub-Saharan Africa	Gambia
Rest of the World	Sub-Saharan Africa	Ghana
Rest of the World	Sub-Saharan Africa	Guinea
Rest of the World	Sub-Saharan Africa	Guinea-Bissau
Rest of the World	Sub-Saharan Africa	Ivory Coast
Rest of the World	Sub-Saharan Africa	Kenya
Rest of the World	Sub-Saharan Africa	Lesotho
Rest of the World	Sub-Saharan Africa	Liberia
Rest of the World	Sub-Saharan Africa	Madagascar
Rest of the World	Sub-Saharan Africa	Malawi
Rest of the World	Sub-Saharan Africa	Mali
Rest of the World	Sub-Saharan Africa	Mauritius
Rest of the World	Sub-Saharan Africa	Mayotte
Rest of the World	Sub-Saharan Africa	Mozambique
Rest of the World	Sub-Saharan Africa	Namibia
Rest of the World	Sub-Saharan Africa	Niger
Rest of the World	Sub-Saharan Africa	Nigeria
Rest of the World	Sub-Saharan Africa	Reunion
Rest of the World	Sub-Saharan Africa	Rwanda
Rest of the World	Sub-Saharan Africa	Sao Tome and Principe
Rest of the World	Sub-Saharan Africa	Senegal
Rest of the World	Sub-Saharan Africa	Seychelles
Rest of the World	Sub-Saharan Africa	Sierra Leone
Rest of the World	Sub-Saharan Africa	Somalia
Rest of the World	Sub-Saharan Africa	South Africa
Rest of the World	Sub-Saharan Africa	St Helena
Rest of the World	Sub-Saharan Africa	Swaziland

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Sub-Saharan Africa	Tanzania
Rest of the World	Sub-Saharan Africa	Togo
Rest of the World	Sub-Saharan Africa	Uganda
Rest of the World	Sub-Saharan Africa	Zambia
Rest of the World	Sub-Saharan Africa	Zimbabwe

**Appendix C: Languages spoken at home from Watford school survey**

<b>Language</b>	<b>Total</b>	<b>Percentage</b>
English*	8751	59.10%
Urdu	980	6.62%
Polish	501	3.38%
Tamil	456	3.08%
Romanian	380	2.57%
Gujarati	373	2.52%
Pahari (Pakistan)	265	1.79%
Hindi	226	1.53%
Other than English*	150	1.01%
Portuguese	150	1.01%
Panjabi	121	0.82%
Malayalam	117	0.79%
Arabic	113	0.76%
Sinhala	97	0.66%
Italian	96	0.65%
Telugu	81	0.55%
Akan/Twi-Fante	78	0.53%
Bulgarian	77	0.52%
French	75	0.51%
Spanish	74	0.50%
Albanian/Shqip	64	0.43%
Nepali	61	0.41%
Turkish	58	0.39%
Bengali	56	0.38%
Hungarian	55	0.37%
Russian	49	0.33%
Filipino	48	0.32%
Chinese	44	0.30%
Chinese (Cantonese)	41	0.28%
Marathi	38	0.26%
Dari Persian	35	0.24%
Somali	34	0.23%
Portuguese (any other)	33	0.22%
Lithuanian	32	0.22%
Panjabi (Mirpuri)	32	0.22%
Romanian (Romania)	32	0.22%
Pashto/Pakhto	31	0.21%
Persian/Farsi	31	0.21%
Slovak	31	0.21%
Shona	30	0.20%
Wolof	30	0.20%
Akan (Twi/Asante)	29	0.20%

Japanese	29	0.20%
Chinese (Mandarin/Putonghua)	28	0.19%
Refused*	28	0.19%
Yoruba	28	0.19%
Czech	27	0.18%
Portuguese (Brazil)	24	0.16%
Farsi/Persian (any other)	24	0.16%
Tagalog/Filipino	24	0.16%
Tagalog	21	0.14%
Classification pending	21	0.14%
Bengali (Sylheti)	19	0.13%
Panjabi (any other)	19	0.13%
Greek	18	0.12%
Kashmiri	18	0.12%
Panjabi (Gurmukhi)	17	0.11%
Kannada	16	0.11%
Akan (Fante)	15	0.10%
Dutch/Flemish	15	0.10%
Bengali (any other)	14	0.09%
German	14	0.09%
Swahili/Kiswahili	13	0.09%
Thai	13	0.09%
Igbo	12	0.08%
Believed to be other than English*	11	0.07%
Vietnamese	11	0.07%
Kikuyu/Gikuyu	10	0.07%
Other language	10	0.07%
Katchi	9	0.06%
Korean	9	0.06%
Macedonian	9	0.06%
Swahili (any other)	9	0.06%
Ukrainian	9	0.06%
Danish	8	0.05%
Guarani	8	0.05%
Arabic (Algeria)	7	0.05%
Ewe	7	0.05%
Konkani	7	0.05%
Kurdish	7	0.05%
Lingala	7	0.05%
Serbian	7	0.05%
Latvian	6	0.04%
Panjabi (Pothwari)	6	0.04%
Believed to be English*	5	0.03%
Ga	5	0.03%
Hebrew	5	0.03%

Manding/Malinke	5	0.03%
Bosnian	5	0.03%
Sindhi	5	0.03%
Afrikaans	4	0.03%
Arabic (any other)	4	0.03%
Caribbean Creole English	4	0.03%
Chinese (any other)	4	0.03%
Chichewa/Nyanja	4	0.03%
Fula/Fulfulde-Pulaar	4	0.03%
Ndebele	4	0.03%
Slovenian	4	0.03%
Berber (Tamashek)	4	0.03%
Finnish	3	0.02%
Greek (any other)	3	0.02%
Krio	3	0.02%
Norwegian	3	0.02%
Pahari/Himachali (India)	3	0.02%
Romanian (Moldova)	3	0.02%
Croatian	3	0.02%
Swedish	3	0.02%
Amharic	2	0.01%
Arabic (Morocco)	2	0.01%
Caribbean Creole French	2	0.01%
Idoma	2	0.01%
Luganda	2	0.01%
Manding/Malinke (any other)	2	0.01%
Bambara	2	0.01%
Ndebele (South Africa)	2	0.01%
Romany/English Romanes	2	0.01%
Serbian/Croatian/Bosnian	2	0.01%
Tibetan	2	0.01%
Adangme	1	0.01%
Assyrian/Aramaic	1	0.01%
Bemba	1	0.01%
Burmese/Myanma	1	0.01%
Bengali (Chittagong/Noakhali)	1	0.01%
Chinese (Hakka)	1	0.01%
Welsh/Cymraeg	1	0.01%
Ebira	1	0.01%
Esan/Ishan	1	0.01%
Estonian	1	0.01%
Greek (Cyprus)	1	0.01%
Ilokano	1	0.01%
Kisi (West Africa)	1	0.01%
Kurdish (Kurmanji)	1	0.01%

Lusoga		1	0.01%
Malay/Indonesian		1	0.01%
Malay (any other)		1	0.01%
Mauritian/Seychelles Creole		1	0.01%
Ndebele (Zimbabwe)		1	0.01%
Romani (International)		1	0.01%
Sotho/Sesotho		1	0.01%
Tiv		1	0.01%
Berber/Tamazight (any other)		1	0.01%
Uzbek		1	0.01%
Venda		1	0.01%
Xhosa		1	0.01%
Zulu		1	0.01%
14808	100.00%		

Appendix D:

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries A-K)

Hertfordshire Districts and Borough comparisons

	Total	Austria	Belgium	Bulgaria	Croatia	Cyprus	Czech Republic	Denmark	Estonia	Finland	France	Germany	Greece	Hungary	Iceland	Ireland	Italy
Broxbourne	7,300	30	30	480	*	80	40	20	10	*	130	100	150	220	0	10	1,350
Dacorum	8,060	30	90	460	*	10	100	50	20	20	270	240	150	320	*	*	710
East Hertfordshire	7,180	30	30	350	20	30	110	40	30	30	270	240	220	270	10	10	1,180
Hertsmere	8,770	30	80	370	20	50	100	30	20	30	280	220	220	320	*	10	580
North Hertfordshire	4,200	10	40	160	*	20	50	40	20	30	300	210	90	160	*	10	640
St Albans	7,280	40	90	270	30	30	120	70	20	70	460	360	350	300	*	20	990
Stevenage	4,950	20	40	230	40	20	50	*	*	*	130	170	70	240	0	*	310
Three Rivers	4,450	20	20	170	10	*	40	30	*	30	170	130	50	110	*	*	270
Watford	13,310	30	100	650	20	10	110	40	30	30	370	270	240	590	*	*	1,210
Welwyn Hatfield	9,590	20	80	400	30	60	90	40	20	30	180	190	230	670	*	*	600

\* = 1 to 9

## Hertfordshire Districts and Borough comparisons

		Latvia	Liechtenstein	Lithuania	Luxembourg	Malta	Netherlands	Norway	Poland	Portugal	Romania
<b>Broxbourne</b>	<b>7,300</b>	140	0	520	*	*	60	*	1,520	240	1,560
<b>Dacorum</b>	<b>8,060</b>	130	0	250	*	10	150	20	1,220	350	2,490
<b>East Hertfordshire</b>	<b>7,180</b>	70	0	180	*	*	140	20	1,200	790	1,030
<b>Hertsmere</b>	<b>8,770</b>	60	0	220	0	20	170	10	1,050	440	3,500
<b>North Hertfordshire</b>	<b>4,200</b>	60	0	170	0	*	110	10	760	170	510
<b>St Albans</b>	<b>7,280</b>	50	0	140	*	10	190	30	1,010	420	860
<b>Stevenage</b>	<b>4,950</b>	80	0	180	0	0	80	*	1,140	190	1,400
<b>Three Rivers</b>	<b>4,450</b>	40	0	180	*	*	80	20	560	830	1,200
<b>Watford</b>	<b>13,310</b>	120	0	270	10	10	240	20	2,080	1,130	4,040
<b>Welwyn Hatfield</b>	<b>9,590</b>	100	0	290	*	10	130	20	2,130	490	2,880

EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 September 2020 (Countries S - Z)

## Hertfordshire Districts and Borough comparisons

		Slovakia	Slovenia	Spain	Sweden	Switzerland	Non-EEA
<b>Broxbourne</b>	<b>7,300</b>	60	*	200	30	*	290
<b>Dacorum</b>	<b>8,060</b>	150	*	310	60	20	440
<b>East Hertfordshire</b>	<b>7,180</b>	90	10	490	70	30	210
<b>Hertsmere</b>	<b>8,770</b>	200	*	260	60	*	420
<b>North Hertfordshire</b>	<b>4,200</b>	80	*	260	70	20	190
<b>St Albans</b>	<b>7,280</b>	150	*	710	100	40	320
<b>Stevenage</b>	<b>4,950</b>	100	*	190	20	10	210
<b>Three Rivers</b>	<b>4,450</b>	70	*	140	60	20	160
<b>Watford</b>	<b>13,310</b>	150	10	560	100	*	860
<b>Welwyn Hatfield</b>	<b>9,590</b>	160	*	280	60	20	380

\* = 1 to 9

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