



**WATFORD
BOROUGH
COUNCIL**

OVERVIEW AND SCRUTINY COMMITTEE

22 July 2021

7.00 pm

Town Hall, Watford

Contact

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For information about attending meetings please visit the [council's website](#).

Publication date: 14 July 2021

Committee Membership

Councillor A Grimston (Chair)

Councillor J Dhindsa (Vice-Chair)

Councillors S Feldman, P Hannon, T Osborn, M Parker, G Saffery, B Stanton and
M Turmaine

Agenda

Part A - Open to the Public

1. Apologies for Absence/Committee Membership

2. Disclosure of interests (if any)

3. Minutes

The [minutes](#) of the meeting held on 24 June 2021 to be submitted and signed.

4. Other scrutiny meetings

The following scrutiny committees and task groups have met since the last meeting of Overview and Scrutiny Committee

- [Finance Scrutiny Committee](#) on 28 June 2021

5. End of year 2020/21 Council Performance Report (Pages 4 - 43)

Report of the Business Intelligence Manager

6. Homelessness strategy

Presentation by the Head of Housing and Housing Strategy Officer

7. Executive Decision Progress Report (Pages 44 - 47)

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

8. Hertfordshire County Council's Health Scrutiny Committee

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

9. Work Programme (Pages 48 - 49)

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

10. Date of Next Meetings

- Thursday 23 September
- Thursday 21 October

Agenda Item 5

Report to: Overview & Scrutiny Committee

Date of meeting: 22 July 2021

Report author: Business Intelligence Manager

Title: End of year 2020/21 Council Performance Report

1.0 Summary

- 1.1. Watford Borough Council's Council Plan sets out the council's ambitions and commitments from 2020 to 2024. Underpinning the Council Plan is an 18 month Delivery Plan, which is supported by a suite of key performance indicators. These measures support the delivery of good quality services (both internal and external) by highlighting areas of good performance and, more importantly, under performance.
- 1.2. The attached report (Appendix A) shows the results for the current set of key performance indicators at the end of 2020/21. The report, therefore, shows:
 - The results for the end of the year (unless highlighted otherwise). Some metrics show the result for quarter 4 if that is more relevant.
 - The results for last year – 2019/20 (shown in the graphs for the majority of the indicators) and for the two previous years where relevant.
 - The results for Quarter 1, 2 and 3 2020/21 for the indicators where quarterly results are more relevant.
 - The target that has been set for 2020/21
 - Whether the indicator result is above, below or on target, shown by the green (above target), red (below target) or orange arrows (on target).

2.0 Risks

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Failure to scrutinise organisational performance	Potential for performance to slip with consequences for quality of service delivery	Robust scrutiny and challenge	Treat	6

3.0 Recommendations

3.1. It is recommended that Overview and Scrutiny Committee:

1. Note the key performance indicator results for 2020/21, appended at Appendix A.
2. Note that the KPIs will continue to be reviewed as part of the Business Intelligence Strategy, and Overview and Scrutiny Committee will be kept up to date with any changes to the KPI's, or the process for collecting, analysing or presenting KPI data.

Further information:

Name – Claire Dow, Business Intelligence Manager

Email – claire.dow@watford.gov.uk

Phone - 01923 278058

Appendices

Appendix A – End of Year Key Performance Indicators 2020/21

4.0 End of year / Quarter 4 KPI Review

4.1. Good levels of performance have been maintained across most areas of the council throughout the year, although in some areas the Covid-19 pandemic has had a significant impact. The majority of staff continue to work remotely and are likely to continue working from home until autumn 2021. Key indicators to particularly highlight for the Committee's attention are:

1. Average time to process housing benefit claims was not within target, however considering the volume of new claims received in 2020/21, which was increased on previous years and other additional work due to the Covid-19 pandemic, this is assessed as an acceptable level of performance and is still a better performance than in 2017/18 and 2018/19. The average time to process change of circumstances was well within target, and particularly good performance considering the volume of change received throughout 2020/21.
2. Planning continues to achieve excellent performance, with all indicators above target for quarter 4 and an annual outturn on all indicators that exceeded the target set.
3. Delivery of channel shift from phone and face-to-face contact to digital self-service has been a key component of the council's strategy over recent years. Development has started on a reporting dashboard to monitor channel shift, however a complete picture of customer channel shift is not yet available. Targets were not set for 2020/21, but will be set for 2021/22. There were some encouraging figures reported in quarter 4 that indicate a growing use of self-service channels. Examples of this are:
 - 1,888 Street Cleansing and Parks issues were reported during quarter 4; 1,342 (71%) of these were completed by customers and 492 (26%) were completed by a Customer Services Agent on behalf of the customer.
 - 562 Green Waste sign ups, with 492 (87.5%) completed online by customers and 70 (12.5%) via the Customer Service Centre.
 - 640 applications for financial support for residents self-isolating submitted, with 100% of these completed online by customers without assistance from the CSC.

4. Freedom of Information (FOI) requests responded to within 20 working days was below target throughout the year. A process is currently being developed that will allow us to capture FOI requests and responses centrally. This will allow better oversight of responses from services and enable Group/Executive Heads to be alerted of any issues in their service area.
5. The annual outturn result for the percentage of calls answered by the Customer Service Centre was just below target. This was as a result of an increase in volume of calls to the CSC particularly in quarters 2 and 3 and fluctuating resource levels.
6. The annual rough sleeper count took place on 21 November 2020 and the number recorded was 8. Bi-monthly counts are also undertaken and the last one on 26 March 2021 found no rough sleepers. One action in the council's Homelessness and Rough Sleeping Strategy Action Plan is to have zero rough sleepers on the streets of Watford. This was achieved from 15 January until the end of March.
7. The number of households in temporary accommodation remains steady. The Housing Property Team has been particularly successful in moving households in temporary accommodation on into the private rented sector despite Covid-19 restrictions over the last year. In addition, Housing Solutions Officers have also been very successful in preventing households from becoming homeless and therefore avoided them having to go into temporary accommodation (see indicator 13 in the main report below for detailed figures related to this work). It is anticipated that numbers in temporary accommodation may increase from the autumn of 2021 when government pandemic measures on banning evictions fall away. Preparations are in hand to cope with any increase in the number of households who need temporary accommodation. As from 1 April 2021, single homeless households and families are being accommodated separately as per one of the key objectives of the council's Temporary Accommodation Strategy.
8. The pandemic has clearly had a significant impact on the Parking Service. Parking restrictions were enforced for little more than 4 months of the year, in recognition that many residents would not be able to find a space, or park legally near their homes, as a result of the 'stay at home' guidance. Additionally, car parking facilities were also impacted because enforcement was suspended to accommodate NHS staff that required a parking space, as well as providing a further opportunity for residents to find a space where they may not have been able to park on their street due to the increased volume of residents at home. Further to the car parks, significant revenue was lost on on-street pay and display, and across all Controlled Parking Zones (CPZ) in the form of bay suspensions, dispensations and vouchers. The service managed to reduce the income lost in respect of CPZ permits by adding periods of enforcement to the permit upon expiry, rather than refunding permit holders, effectively deferring the income. Service levels appear to be returning to pre-pandemic levels now, but obviously this is likely to change if there is a further lockdown.
9. Figures on waste and recycling continue to show very positive results, and are reflective of the successful waste service changes implemented in September 2020. When compared with quarter 4 2019/20, this quarter has seen a reduction of 16kg of residual waste per household. There has been an increase in 420 tonnes of recycling, 493 tonnes of food waste and a reduction in 314 tonnes of residual waste - all contributing to the over 50% recycling rate. The quarter 4 results are particularly encouraging as quarter 4 is traditionally the lowest performing quarter due to seasonal fluctuations in garden waste and increased residual waste over the Christmas period.
10. Annual street cleansing indicators were within target for litter, detritus and graffiti. Fly posting was not within target, however the quarter 4 result did show some improvement when compared with quarter 4 last year.

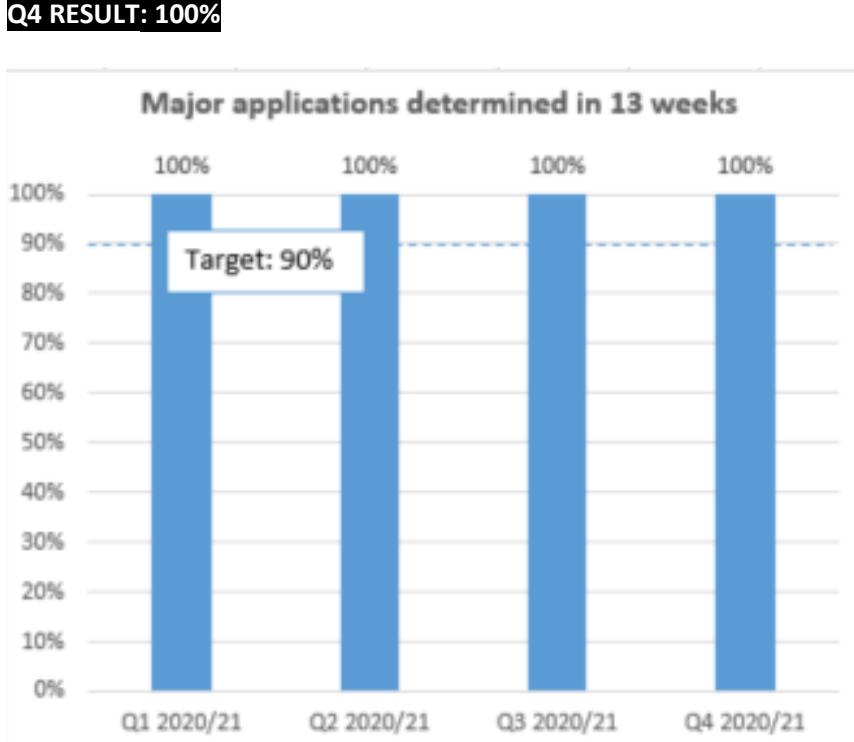
11. Usage of Watford Leisure Centres has been heavily impacted by Covid-19 pandemic. Due to the national lockdown in January 2021 the only footfall during quarter 4 was from West Herts College who made use of Watford Central from 8 March.
12. The outturn for Collection rates of council tax was just below target. As a result of the Covid-19 pandemic for most of 2020/21 only gentle reminders for non-payment were utilised and formal recovery work, including taking customers to court to secure liability orders, did not start until late 2020.
13. The outturn for NNDR was below target and below 2019/20 performance. This is due to many businesses being severely impacted by the pandemic and they are still recovering, which has affected the collection rate.
14. ICT indicators demonstrate on target performance against network and system stability indicators. Indicators associated with the performance of the Service Desk contractor are below target, as a result of the impact of new ways of working due to Covid-19 and a change in operating model from the contractor. Considerable work is underway to address these performance levels and to ensure that any impact on frontline service delivery is minimised. AmicusITS have been working on adjustments to the team and a creation of a new overflow pod. Customer satisfaction remains consistent, with 90% of customers who fed back rating service as 'awesome' or 'fair'.
15. Staff indicators included a particularly good result for staff sickness, recording the lowest figure on record. Return to work interview rates were not within target, as they were affected by additional workload arising from the pandemic. Managers and HR to continue to work together to review and monitor compliance rates.

Appendix A: END OF YEAR KEY PERFORMANCE INDICATORS 2020/21

I. CUSTOMER FIRST INDICATORS

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
REVENUES AND BENEFITS															
1.	Average time to process housing benefits claims (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>2020/21 RESULT: 9 days</p> <table border="1"> <caption>Benefit processing: new claims</caption> <thead> <tr> <th>Financial Year</th> <th>Actual Result (days)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>15</td> </tr> <tr> <td>2018/19</td> <td>11</td> </tr> <tr> <td>2019/20</td> <td>8</td> </tr> <tr> <td>2020/21</td> <td>9</td> </tr> </tbody> </table>	Financial Year	Actual Result (days)	2017/18	15	2018/19	11	2019/20	8	2020/21	9	<p>Below target: </p> <p>TARGET for 2020/21: 7 days</p> <p>The result of 9 is the outturn position for 2020/21.</p> <p>The result is 2 days outside of the target, however considering the volume of new claims received in 2020/21, this is still regarded as good performance.</p> <p>Please note this result is what is reported to DWP for Housing Benefit claims and does not include claims for Council Tax support, which were much higher than normal due to the pandemic.</p>
Financial Year	Actual Result (days)														
2017/18	15														
2018/19	11														
2019/20	8														
2020/21	9														

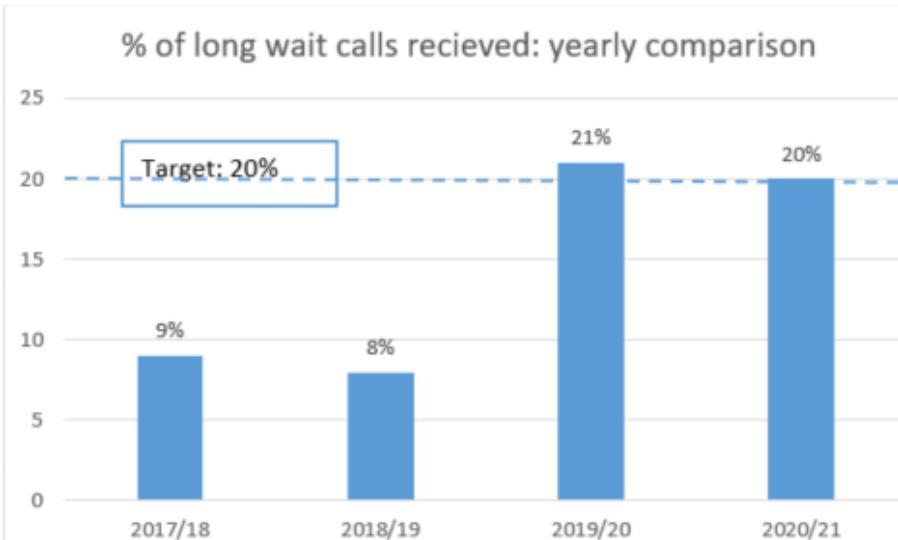
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
2.	Average time to process change of circumstances (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>2020/21 RESULT: 3 days</p> <table border="1"> <caption>Benefit processing: change of circumstances</caption> <thead> <tr> <th>Financial Year</th> <th>Average Time (days)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>9 days</td> </tr> <tr> <td>2018/19</td> <td>6.5 days</td> </tr> <tr> <td>2019/20</td> <td>5 days</td> </tr> <tr> <td>2020/21</td> <td>3 days</td> </tr> </tbody> </table>	Financial Year	Average Time (days)	2017/18	9 days	2018/19	6.5 days	2019/20	5 days	2020/21	3 days	<p>Above target: </p> <p>TARGET for 2020/21: 6 days</p> <p>The result of 3 days is the outturn for 2020/21. This is well below the target of 6 days, and particularly good performance considering the volume of change received, which was:</p> <p>12,717 changes processed in 2020/21 compared to 9,912 in 2019/20.</p> <p>Please note this does not include claims for Council Tax Support only changes.</p>
Financial Year	Average Time (days)														
2017/18	9 days														
2018/19	6.5 days														
2019/20	5 days														
2020/21	3 days														

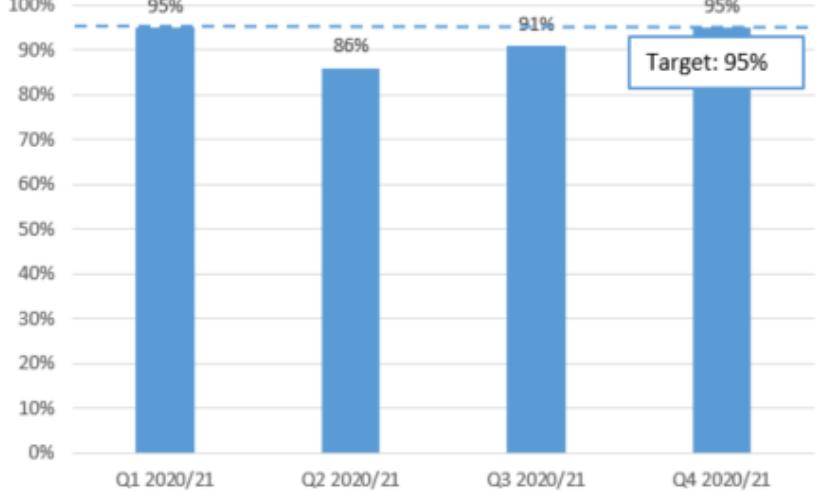
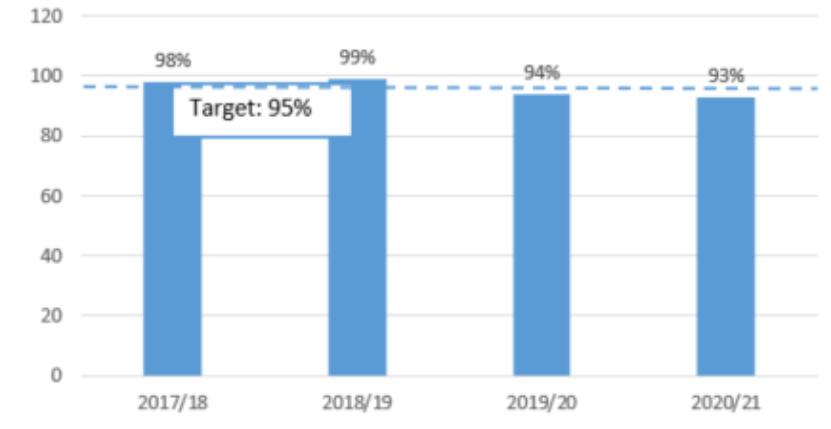
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)															
	PLANNING:																			
3.	<p>Processing of planning applications: 'major' applications - % determined within 13 weeks</p> <p>A high result is good for this indicator</p>	Planning Ben Martin	Quarterly	<p>Q4 RESULT: 100%</p>  <table border="1"> <caption>Major applications determined in 13 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>Q2 2020/21</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>Q3 2020/21</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> <td>90%</td> </tr> </tbody> </table>	Quarter	Result (%)	Target (%)	Q1 2020/21	100%	90%	Q2 2020/21	100%	90%	Q3 2020/21	100%	90%	Q4 2020/21	100%	90%	<p>Above target: </p> <p>TARGET: 90%</p> <p>There were 2 applications in this category during quarter 4. Both applications were determined within 13 weeks or with an agreed extension of time.</p> <p>Comparison with previous years:</p> <p>2019/20 = 75%</p> <p>2018/19 = 100%</p> <p>2017/18 = 92%</p>
Quarter	Result (%)	Target (%)																		
Q1 2020/21	100%	90%																		
Q2 2020/21	100%	90%																		
Q3 2020/21	100%	90%																		
Q4 2020/21	100%	90%																		

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
4.	<p>Process of planning applications: ‘minor’ applications - % determined within 8 weeks</p> <p>A high result is good for this indicator</p>	Planning Ben Martin	Quarterly	<p>Q4 RESULT: 98%</p> <table border="1"> <caption>Minor applications determined in 8 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>93%</td> </tr> <tr> <td>Q2 2020/21</td> <td>92%</td> </tr> <tr> <td>Q3 2020/21</td> <td>96%</td> </tr> <tr> <td>Q4 2020/21</td> <td>98%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q1 2020/21	93%	Q2 2020/21	92%	Q3 2020/21	96%	Q4 2020/21	98%	<p>Above target: </p> <p>TARGET: 92%</p> <p>There were 63 applications in this category during quarter 4. 62 applications were determined within 8 weeks or with an agreed extension of time and 1 applications was outside the target.</p> <p>Comparison with previous years:</p> <p>2019/20 = 76%</p> <p>2018/19 = 98%</p> <p>2017/18 = 93%</p>
Quarter	Result (%)														
Q1 2020/21	93%														
Q2 2020/21	92%														
Q3 2020/21	96%														
Q4 2020/21	98%														
5.	<p>Process of planning applications: ‘other’ applications - % determined within 8 weeks</p> <p>A high result is good for this indicator</p>	Planning Ben Martin	Quarterly	Q4 RESULT: 100%	<p>Above target: </p> <p>TARGET: 92%</p> <p>There were 147 applications in this category during quarter 4. All 147 applications were determined within 8 weeks or with an agreed extension of time.</p>										

	Indicator	Service area	Reporting frequency	Results 2020/21		Comments & Benchmarking (where available)										
				<p style="text-align: center;">Other applications determined in 8 weeks</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> </tr> <tr> <td>Q2 2020/21</td> <td>95%</td> </tr> <tr> <td>Q3 2020/21</td> <td>97%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> </tr> </tbody> </table>		Quarter	Value (%)	Q1 2020/21	100%	Q2 2020/21	95%	Q3 2020/21	97%	Q4 2020/21	100%	Comparison with previous years: 2019/20 = 97% 2018/19 = 98% 2017/18 = 93%
Quarter	Value (%)															
Q1 2020/21	100%															
Q2 2020/21	95%															
Q3 2020/21	97%															
Q4 2020/21	100%															
	CUSTOMER SERVICES															
6.	CSC - Channel mix (% contacts through each channel) Narrative indicator whilst baseline being developed	Customer Services Danielle Negrello	Quarterly	<p>It is not currently possible to reliably report on customer contact through the WBC website, however there has been progress made regarding the development of the new corporate reporting platform to analyse customer experience. The CSC are currently testing and refining reports analysing customer complaints, online form submissions and detailed analysis of street cleansing, parks and nuisance issues, including hotspot mapping. Reporting for all online contact and channel shift will be built as part of the business intelligence project.</p> <p>There is some encouraging data however regarding engagement with online forms and services. In Q4, there were 1,888 Report a Street Cleansing or Parks Issue forms completed online – 1,342 of these (71%) were completed by customers and 492 (26%) were completed via the CSC.</p> <p>There were 562 Green Waste sign-ups, with 492 (87.5%) completed online by customers and 70 (12.5%) completed via the CSC.</p>			No target.									

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
				<p>There were also 640 applications for financial support for residents self-isolating submitted, 100% of these completed online by customers without assistance from the CSC.</p> <p>Face to Face reopened on 12th April on reduced opening hours - Monday 9am - 3pm, Wednesday 11am-5pm and Friday 9am-3pm. Even though the service has reopened as a walk in, customers are strongly encouraged to go online/telephone the CSC, and not to come in unless absolutely necessary. Any customers that do come in are encouraged to self-serve.</p>											
7.	<p>Long wait calls received to CSC Long wait = calls not answered within 2 minutes (Revenues and Benefits calls are not included)</p> <p>A low result is good for this indicator</p>	<p>Customer Services Danielle Negrello</p>	Monthly	<p>Q4 RESULT: 10%</p> <table border="1"> <caption>% of long wait calls received: quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>19%</td> </tr> <tr> <td>Q2 2020/21</td> <td>59%</td> </tr> <tr> <td>Q3 2020/21</td> <td>19%</td> </tr> <tr> <td>Q4 2020/21</td> <td>10%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2020/21	19%	Q2 2020/21	59%	Q3 2020/21	19%	Q4 2020/21	10%	<p>Q4 result above target: </p> <p>Yearly result on target </p> <p>TARGET: 20%</p> <p>New Council Tax bills were sent out in quarter 4, causing an increase in calls to the CSC. Many of these calls resulted in longer talk times with customers, therefore impacting other calls waiting. Also the CSC took on the Missed Bins as a process, which also increased calls to the CSC. Despite these 2 factors, Q4 was the best performing quarter of the year.</p>
Quarter	Percentage														
Q1 2020/21	19%														
Q2 2020/21	59%														
Q3 2020/21	19%														
Q4 2020/21	10%														

	Indicator	Service area	Reporting frequency	Results 2020/21		Comments & Benchmarking (where available)										
Page 14				<p>2020/21 RESULT: 20%</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>9%</td> </tr> <tr> <td>2018/19</td> <td>8%</td> </tr> <tr> <td>2019/20</td> <td>21%</td> </tr> <tr> <td>2020/21</td> <td>20%</td> </tr> </tbody> </table>		Year	Percentage	2017/18	9%	2018/19	8%	2019/20	21%	2020/21	20%	<p>Comments on yearly result:</p> <p>There was a significant increase in calls to the CSC during the 2nd and 3rd quarters. The Town Hall was also closed for much of the year, which is likely to also have had an impact on the number of calls received. The CSC also started taking calls for the Parking service and Green Waste sign ups. Some resource was diverted to enable staff to contact customers regarding Covid Support. As a result fluctuating resource levels negatively impacted call wait times during busier periods.</p>
Year	Percentage															
2017/18	9%															
2018/19	8%															
2019/20	21%															
2020/21	20%															
8.	<p>CSC service levels: Percentage of all calls answered</p> <p>A high result is good for this indicator</p>	Customer Services Danielle Negrello	Monthly	<p>Q4 RESULT: 95%</p>		<p>Q4 result on target: </p> <p>Yearly result below target: </p> <p>TARGET: 95%</p> <p>The increase in calls to the CSC during the 2nd and 3rd quarters impacted service levels. Fluctuating resource levels also affected calls being answered. Both factors meant that the outturn performance was slightly below target.</p>										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																				
Page 15				<p style="text-align: center;">% of calls answered: quarterly comparison</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>95%</td> </tr> <tr> <td>Q2 2020/21</td> <td>86%</td> </tr> <tr> <td>Q3 2020/21</td> <td>91%</td> </tr> <tr> <td>Q4 2020/21</td> <td>95%</td> </tr> </tbody> </table> <p>2020/21 RESULT: 93%</p> <p style="text-align: center;">% of calls answered: yearly comparison</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>98%</td> </tr> <tr> <td>2018/19</td> <td>99%</td> </tr> <tr> <td>2019/20</td> <td>94%</td> </tr> <tr> <td>2020/21</td> <td>93%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q1 2020/21	95%	Q2 2020/21	86%	Q3 2020/21	91%	Q4 2020/21	95%	Year	Result (%)	2017/18	98%	2018/19	99%	2019/20	94%	2020/21	93%	
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9.	CSC service levels: FOI's responded to within 20 working days A high result is good for this indicator	Customer Services Danielle Negrello	Quarterly	<p>Q4 RESULT: 78%</p> <table border="1"> <caption>FOI response within 20 working days</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>73%</td> </tr> <tr> <td>Q2 2020/21</td> <td>81%</td> </tr> <tr> <td>Q3 2020/21</td> <td>83%</td> </tr> <tr> <td>Q4 2020/21</td> <td>78%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q1 2020/21	73%	Q2 2020/21	81%	Q3 2020/21	83%	Q4 2020/21	78%	<p>Q4 result below target: </p> <p>TARGET: 100%</p> <p>A process is currently being developed on our corporate CRM tool (Firmstep) that will allow us to capture FOI requests and responses centrally. This will allow better oversight of responses from services and enable Group/Executive Heads to be alerted of any issues in their service area.</p> <p>Comparison with previous years:</p> <p>2019/20 = 84%</p> <p>2018/19 = 83.26%</p> <p>2017/18 = 88%</p>
Quarter	Result (%)														
Q1 2020/21	73%														
Q2 2020/21	81%														
Q3 2020/21	83%														
Q4 2020/21	78%														

II. QUALITY OF LIFE INDICATORS

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
	HOUSING:				

	Indicator	Service area	Reporting frequency	Results 2020/21						Comments & Benchmarking (where available)																																																																								
10.	Affordable homes completions, including social / affordable rent, affordable sales and starter homes. <i>(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)</i>	Housing Ayaz Maqsood	Biannually	This is reported at the end of Quarter 2 and at the end of 2020/21.						Expected handovers for 2020/21 were significantly reduced as many were delayed due to the pandemic. A higher level of handovers are expected in 2021/22 as a result. The low cost home ownership handovers were higher than predicted because a particular development expected in 2021/22 completed in 2020/21 instead.																																																																								
	A high result is good for this indicator			<table border="1"> <thead> <tr> <th>Tenure / No. of bedrooms</th> <th>One bed</th> <th>Two bed</th> <th>Three bed</th> <th>Four bed</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Social rented</td> <td>0</td> <td>2</td> <td>0</td> <td>0</td> <td>2</td> </tr> <tr> <td>Affordable rented</td> <td>17</td> <td>44</td> <td>0</td> <td>4</td> <td>65</td> </tr> <tr> <td>Low cost home ownership</td> <td>0</td> <td>16</td> <td>0</td> <td>0</td> <td>16</td> </tr> <tr> <td>Other - HCC Flexicare scheme</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Totals</td> <td>17</td> <td>62</td> <td>0</td> <td>4</td> <td>83</td> </tr> </tbody> </table> <p>Expected handovers during 2020/21:</p> <table border="1"> <thead> <tr> <th>Tenure/No. of Bedrooms</th> <th>One bedroom</th> <th>Two bedrooms</th> <th>Three bedrooms</th> <th>Four bedrooms</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Social rented</td> <td>9</td> <td>4</td> <td>0</td> <td>0</td> <td>13</td> </tr> <tr> <td>Affordable rented</td> <td>14</td> <td>55</td> <td>6</td> <td>9</td> <td>84</td> </tr> <tr> <td>Low cost home ownership</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> <td>2</td> </tr> <tr> <td>Other - HCC Flexicare scheme</td> <td>50</td> <td>0</td> <td>0</td> <td>0</td> <td>50</td> </tr> <tr> <td>Totals</td> <td>75</td> <td>59</td> <td>6</td> <td>9</td> <td>149</td> </tr> </tbody> </table>							Tenure / No. of bedrooms	One bed	Two bed	Three bed	Four bed	Total	Social rented	0	2	0	0	2	Affordable rented	17	44	0	4	65	Low cost home ownership	0	16	0	0	16	Other - HCC Flexicare scheme	0	0	0	0	0	Totals	17	62	0	4	83	Tenure/No. of Bedrooms	One bedroom	Two bedrooms	Three bedrooms	Four bedrooms	Total	Social rented	9	4	0	0	13	Affordable rented	14	55	6	9	84	Low cost home ownership	2	0	0	0	2	Other - HCC Flexicare scheme	50	0	0	0	50	Totals	75	59	6	9	149
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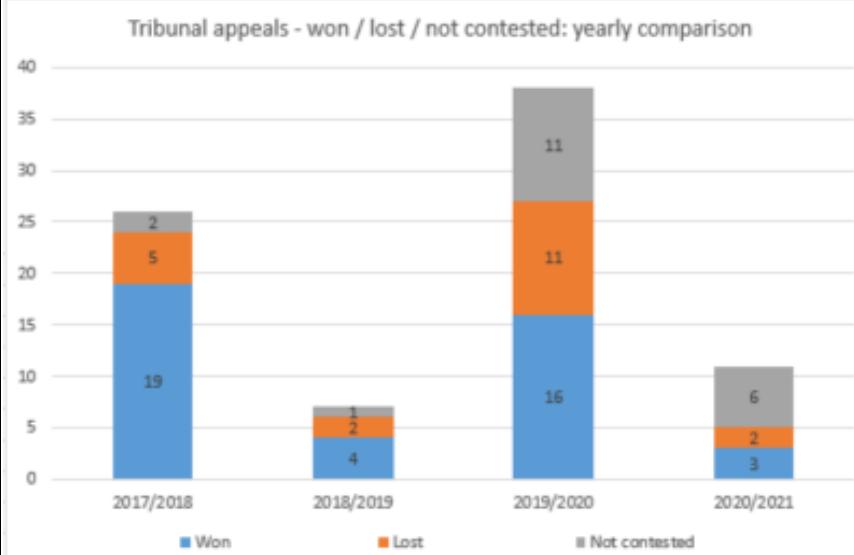
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																								
11.	Number of statutory homeless A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	RESULT: 21	No target set In quarter 4 there were 21 cases where a statutory duty to house was accepted. See indicator 12 regarding reasons for homelessness.																								
12.	Reasons for homelessness Narrative indicator	Housing Ayaz Maqsood	Quarterly	<p>The reasons for homelessness among those to whom the council accepted a duty to house are as follows:</p> <table border="1"> <thead> <tr> <th>Reason for loss of last settled home</th> <th>Result Q4 2020/2021</th> </tr> </thead> <tbody> <tr> <td>Family no longer willing or able to accommodate</td> <td>6</td> </tr> <tr> <td>End of private rented tenancy - assured shorthold tenancy</td> <td>6</td> </tr> <tr> <td>Other</td> <td>1</td> </tr> <tr> <td>End of social rented tenancy</td> <td>0</td> </tr> <tr> <td>Eviction from support housing</td> <td>0</td> </tr> <tr> <td>Relationship with partner ended (non-violent breakdown)</td> <td>4</td> </tr> <tr> <td>Domestic abuse</td> <td>2</td> </tr> <tr> <td>End of private rented tenancy - not assured shorthold tenancy</td> <td>1</td> </tr> <tr> <td>Property disrepair</td> <td>0</td> </tr> <tr> <td>Friends no longer willing or able to accommodate</td> <td>1</td> </tr> <tr> <td>Total</td> <td>21</td> </tr> </tbody> </table>	Reason for loss of last settled home	Result Q4 2020/2021	Family no longer willing or able to accommodate	6	End of private rented tenancy - assured shorthold tenancy	6	Other	1	End of social rented tenancy	0	Eviction from support housing	0	Relationship with partner ended (non-violent breakdown)	4	Domestic abuse	2	End of private rented tenancy - not assured shorthold tenancy	1	Property disrepair	0	Friends no longer willing or able to accommodate	1	Total	21	
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	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
				<p>'Family no longer willing or able to accommodate' and 'end of a private rented tenancy' continue to be the main reasons for the loss of a last settled home for homeless households assessed under the Homelessness Reduction Act. It is anticipated that 'end of a private rented tenancy' will increase in the second and third quarters of 2021/22 as government pandemic measures around banning evictions are lifted.</p>											
13.	<p>Number of households living in temporary accommodation <i>Snap-shot at quarter end</i></p> <p>A low result is good for this indicator</p>	Housing Ayaz Maqsood	Quarterly	<p>2020/21 RESULT: 83</p> <p>Comparison with previous years</p> <table border="1"> <caption>Households in temporary accommodation: yearly comparison</caption> <thead> <tr> <th>Financial Year</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>181</td> </tr> <tr> <td>2018/19</td> <td>109</td> </tr> <tr> <td>2019/20</td> <td>143</td> </tr> <tr> <td>2020/21</td> <td>83</td> </tr> </tbody> </table>	Financial Year	Number of Households	2017/18	181	2018/19	109	2019/20	143	2020/21	83	<p>Above target: </p> <p>TARGET: 100</p> <p>The number of households in temporary accommodation remains steady. The Property Team have been particularly successful in moving households in temporary accommodation on into the private rented sector despite Covid-19 restrictions over the last year. 70 households were assisted via the council's rent and deposit initiative, HomeLet, during 2020/21. This is compared with 43 households in 2019/20. In addition, Housing Solutions Officers have also been very successful in preventing households from becoming homeless and therefore avoided them having to go into temporary accommodation. During 2020/21, 52 households were assisted to remain where they were or move into alternative accommodation. This is compared with 33 households assisted during 2019/20. It is anticipated that numbers in temporary accommodation may increase from</p>
Financial Year	Number of Households														
2017/18	181														
2018/19	109														
2019/20	143														
2020/21	83														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
					the autumn 2021 when government pandemic measures on banning evictions fall away. Preparations are in hand to cope with any increase in the number of households who need temporary accommodation. As from 1 April 2021, single homeless households and families are being accommodated separately, as per one of the key objectives of the council's Temporary Accommodation Strategy.										
14.	Number of households living in temporary accommodation with children <i>Snap-shot at quarter end</i> A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	<p>2020/21 RESULT: 45</p> <p>Households in temporary accommodation with children: yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>150</td> </tr> <tr> <td>2018/19</td> <td>86</td> </tr> <tr> <td>2019/20</td> <td>52</td> </tr> <tr> <td>2020/21</td> <td>45</td> </tr> </tbody> </table>	Year	Number of Households	2017/18	150	2018/19	86	2019/20	52	2020/21	45	<p>No target set</p> <p>The number of households in temporary accommodation (TA) with children remains steady. There were 87 children in TA at the end of March.</p>
Year	Number of Households														
2017/18	150														
2018/19	86														
2019/20	52														
2020/21	45														
15.	Number of households living in temporary accommodation without children <i>Snap-shot at quarter end</i>	Housing Ayaz Maqsood	Quarterly	2020/21 RESULT: 38	<p>No target set</p> <p>The number of households without children in temporary accommodation (TA) remains steady. The introduction of TA with complex needs support for</p>										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
	A low result is good for this indicator			<p>Households in temporary accommodation without children: yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>31</td> </tr> <tr> <td>2018/19</td> <td>23</td> </tr> <tr> <td>2019/20</td> <td>79</td> </tr> <tr> <td>2020/21</td> <td>38</td> </tr> </tbody> </table>	Year	Value	2017/18	31	2018/19	23	2019/20	79	2020/21	38	<p>all single homeless people began in Watford from 1 April 2021 and represents the achievement of another key objective of the council's Temporary Accommodation Strategy. All single homeless people will receive support with mental health, substance misuse recovery and support with accessing benefits as needed and assisted to become tenant ready. This approach will assist in reducing the likelihood of temporary accommodation placements breaking down and increase moves in to settled housing. The complex needs support is being provided by One YMCA together with accommodation management.</p>
Year	Value														
2017/18	31														
2018/19	23														
2019/20	79														
2020/21	38														
16.	<p>Rough sleepers within the authority area <i>Snap shot taken on one night in November</i></p> <p>A low result is good for this indicator</p>	Housing Ayaz Maqsood	Annual	<p>2020/21 RESULT: 8</p> <p>Rough sleepers: yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>6</td> </tr> <tr> <td>2018/19</td> <td>14</td> </tr> <tr> <td>2019/20</td> <td>19</td> </tr> <tr> <td>2020/21</td> <td>8</td> </tr> </tbody> </table>	Year	Value	2017/18	6	2018/19	14	2019/20	19	2020/21	8	<p>Below target: </p> <p>TARGET: 5</p> <p>The number of 8 rough sleepers reflects the annual rough sleeper count, which took place on 21 November 2020. Bi-monthly counts are also undertaken. The last one on 26/3/2021 found no rough sleepers. One action in the council's Homelessness and Rough Sleeping Strategy Action Plan is to have zero rough sleepers on the streets of</p>
Year	Value														
2017/18	6														
2018/19	14														
2019/20	19														
2020/21	8														

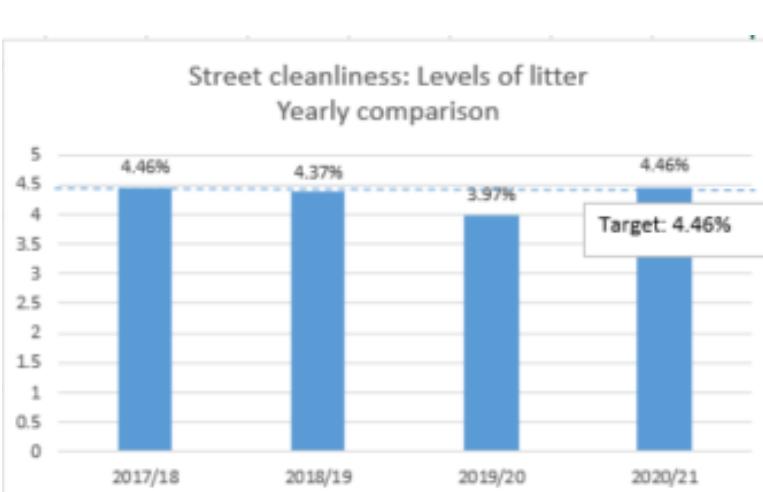
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
					Watford. This was achieved from 15 January until the end of March. The target of 5 was set for 2020/21 before the Homelessness and Rough Sleeping Strategy Action Plan was in place.										
	PARKING:														
17.	Penalty Charge Notices issued	Parking Justin Bloomfield	Quarterly	<p>Q4 RESULT: 1,031</p> <p>2020/21 RESULT: 12,654</p> <table border="1"> <caption>Penalty charge notices issued: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Notices Issued</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>18,546</td> </tr> <tr> <td>2018/19</td> <td>27,939</td> </tr> <tr> <td>2019/20</td> <td>28,322</td> </tr> <tr> <td>2020/21</td> <td>12,654</td> </tr> </tbody> </table>	Year	Notices Issued	2017/18	18,546	2018/19	27,939	2019/20	28,322	2020/21	12,654	<p>No target is set for penalty charge notices in line with national guidelines.</p> <p>Enforcement remained suspended throughout January until 29 March. PCN's were only issued on yellow lines.</p> <p>Parking restrictions were enforced for little more than 4 months of the year, in recognition that many residents would not be able to find a space, or park legally near their homes, as a result of the 'stay at home' guidance and therefore there was a significant reduction in the numbers of PCNs issued.</p>
Year	Notices Issued														
2017/18	18,546														
2018/19	27,939														
2019/20	28,322														
2020/21	12,654														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																																
18.	Tribunal appeals (won/lost/not contested)	Parking Justin Bloomfield	Quarterly	<p>Q4 RESULT:</p> <p style="text-align: center;">Tribunal appeals – won / lost / not contested</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>Won</td><td>1</td></tr> <tr><td>Lost</td><td>0</td></tr> <tr><td>Not contested</td><td>5</td></tr> </table> <p>2020/21 RESULT:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>Won</td><td>3</td></tr> <tr><td>Lost</td><td>2</td></tr> <tr><td>Not contested</td><td>6</td></tr> </table> <p style="text-align: center;">Tribunal appeals - won / lost / not contested: yearly comparison</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Data for Tribunal appeals - won / lost / not contested: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Won</th> <th>Lost</th> <th>Not contested</th> </tr> </thead> <tbody> <tr><td>2017/2018</td><td>19</td><td>5</td><td>2</td></tr> <tr><td>2018/2019</td><td>4</td><td>2</td><td>1</td></tr> <tr><td>2019/2020</td><td>16</td><td>11</td><td>11</td></tr> <tr><td>2020/2021</td><td>3</td><td>2</td><td>6</td></tr> </tbody> </table>	Won	1	Lost	0	Not contested	5	Won	3	Lost	2	Not contested	6	Year	Won	Lost	Not contested	2017/2018	19	5	2	2018/2019	4	2	1	2019/2020	16	11	11	2020/2021	3	2	6	<p>No target</p> <p>Appeals generally remain low due to suspension of enforcement.</p>
Won	1																																				
Lost	0																																				
Not contested	5																																				
Won	3																																				
Lost	2																																				
Not contested	6																																				
Year	Won	Lost	Not contested																																		
2017/2018	19	5	2																																		
2018/2019	4	2	1																																		
2019/2020	16	11	11																																		
2020/2021	3	2	6																																		

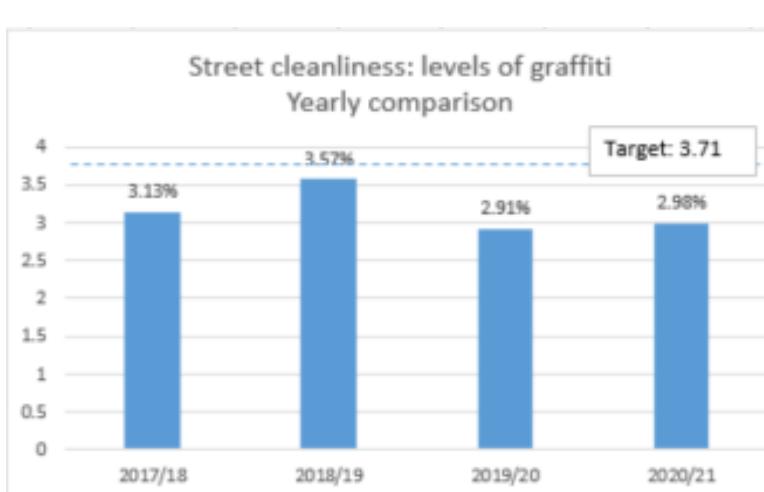
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
19.	Reasons for appeals lost (narrative measure)	Parking Justin Bloomfield	Quarterly	Not applicable for quarter 4 as no appeals lost.	

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
WASTE, RECYCLING AND STREET CLEANSING															
20.	Residual household waste per household A low result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q4 RESULT: 85.31 kg</p> <p>2020/21 RESULT: 367.24</p> <table border="1"> <caption>Waste collected per household: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Waste Collected (kg)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>431.20kg</td> </tr> <tr> <td>2018/19</td> <td>408.62kg</td> </tr> <tr> <td>2019/20</td> <td>408.57kg</td> </tr> <tr> <td>2020/21</td> <td>367.24kg</td> </tr> </tbody> </table>	Year	Waste Collected (kg)	2017/18	431.20kg	2018/19	408.62kg	2019/20	408.57kg	2020/21	367.24kg	<p>Above target: </p> <p>TARGET per quarter: 112.5 kg</p> <p>TARGET for 2020/21: 450 kg</p> <p>When compared to quarter 4 2019/20, this quarter has seen a reduction of 16 kg of residual waste per household. As per the comments below, these results are reflective of the successful waste service changes implemented in September 2020.</p>
Year	Waste Collected (kg)														
2017/18	431.20kg														
2018/19	408.62kg														
2019/20	408.57kg														
2020/21	367.24kg														
21.	Waste recycled and composted A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q4 RESULT: 53.06%</p> <p>2020/21 RESULT: 52.51%</p>	<p>Above target </p> <p>TARGET: 46%</p> <p>When compared to quarter 4 2019/20, this quarter has seen an increase in 420 tonnes of recycling, 493 tonnes of food waste and a reduction in 314 tonnes of residual waste - all contributing to the over 50% recycling rate. These results are reflective of the waste service changes implemented in September 2020.</p> <p>The results are particularly encouraging as quarter 4 is traditionally the lowest</p>										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
				<table border="1"> <caption>Waste recycled and composted: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>46.19%</td> </tr> <tr> <td>2018/19</td> <td>47.47%</td> </tr> <tr> <td>2019/20</td> <td>47.8%</td> </tr> <tr> <td>2020/21</td> <td>52.51%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	46.19%	2018/19	47.47%	2019/20	47.8%	2020/21	52.51%	performing quarter due to seasonal fluctuations in garden waste and increased residual waste over the Christmas period.
Year	Percentage														
2017/18	46.19%														
2018/19	47.47%														
2019/20	47.8%														
2020/21	52.51%														
22.	<p>Recycled household kerbside collection services (Veolia contract target)</p> <p>A high result is good for this indicator</p>	Leisure, Community & Environmental Services Chris Fennell	Quarterly	<p>Q4 RESULT: 53.33%</p> <p>2020/21 RESULT: 53.07%</p> <table border="1"> <caption>Waste recycled and composted (contractual target): yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>46.41%</td> </tr> <tr> <td>2018/19</td> <td>47.67%</td> </tr> <tr> <td>2019/20</td> <td>48.05%</td> </tr> <tr> <td>2020/21</td> <td>53.07%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	46.41%	2018/19	47.67%	2019/20	48.05%	2020/21	53.07%	<p>Above target </p> <p>TARGET: 47.5%</p> <p>See commentary for indicator 21.</p>
Year	Percentage														
2017/18	46.41%														
2018/19	47.67%														
2019/20	48.05%														
2020/21	53.07%														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																						
23.	<p>Levels of Litter: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include:</p> <ul style="list-style-type: none"> Tudor Oxhey Stanborough Leggatts Woodside Central 	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>2020/21 RESULT: 4.46%</p>  <table border="1"> <caption>Street cleanliness: Levels of litter Yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>4.46%</td> </tr> <tr> <td>2018/19</td> <td>4.37%</td> </tr> <tr> <td>2019/20</td> <td>3.97%</td> </tr> <tr> <td>2020/21</td> <td>4.46%</td> </tr> </tbody> </table> <p>Q4 RESULT: 4.96%</p>  <table border="1"> <caption>Street cleanliness: levels of litter Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2019/20</td> <td>3.97%</td> </tr> <tr> <td>Q1 2020/21</td> <td>2.98%</td> </tr> <tr> <td>Q2 2020/21</td> <td>4.17%</td> </tr> <tr> <td>Q3 2020/21</td> <td>4.17%</td> </tr> <tr> <td>Q4 2020/21</td> <td>4.96%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	4.46%	2018/19	4.37%	2019/20	3.97%	2020/21	4.46%	Quarter	Result (%)	Q4 2019/20	3.97%	Q1 2020/21	2.98%	Q2 2020/21	4.17%	Q3 2020/21	4.17%	Q4 2020/21	4.96%	<p>On target: </p> <p>TARGET: 4.46%</p> <p>Annual result on target at 4.46%.</p> <p>Looking at quarterly results, the litter score has increased from 3.97% in Q4 last year to 4.96% this year. Although there were performance gains within Main Road and Medium Obstruction Housing areas, these gains were offset by persistent littering in Other Retail and Commercial areas, High Obstruction Housing areas, and Other Highway areas. An increase in litter levels within Recreational areas is thought to be due to increased visitor numbers during the lockdown. Littering hot spots will be targeted accordingly.</p>
Year	Result (%)																										
2017/18	4.46%																										
2018/19	4.37%																										
2019/20	3.97%																										
2020/21	4.46%																										
Quarter	Result (%)																										
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Q1 2020/21	2.98%																										
Q2 2020/21	4.17%																										
Q3 2020/21	4.17%																										
Q4 2020/21	4.96%																										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																						
24.	<p>Levels of Detritus: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include:</p> <ul style="list-style-type: none"> Tudor Oxhey Stanborough Leggatts Woodside Central 	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>2020/21 RESULT: 5.28%</p> <table border="1"> <caption>Street cleanliness: levels of detritus Yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>7.55</td> </tr> <tr> <td>2018/19</td> <td>6.28</td> </tr> <tr> <td>2019/20</td> <td>5.22</td> </tr> <tr> <td>2020/21</td> <td>5.28</td> </tr> </tbody> </table> <p>Q4 RESULT: 2.86%</p> <table border="1"> <caption>Street cleanliness: levels of detritus Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2019/2020</td> <td>5.22%</td> </tr> <tr> <td>Q1 2020/2021</td> <td>7.23%</td> </tr> <tr> <td>Q2 2020/2021</td> <td>5.44%</td> </tr> <tr> <td>Q3 2020/2021</td> <td>5.63%</td> </tr> <tr> <td>Q4 2020/2021</td> <td>2.86%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	7.55	2018/19	6.28	2019/20	5.22	2020/21	5.28	Quarter	Result (%)	Q4 2019/2020	5.22%	Q1 2020/2021	7.23%	Q2 2020/2021	5.44%	Q3 2020/2021	5.63%	Q4 2020/2021	2.86%	<p>Above target: </p> <p>TARGET: 5.48%</p> <p>[Commentary to be added on Annual performance]</p> <p>The detritus score has improved significantly in the last quarter, reducing from 5.22% this time last year to 2.86% this year (see quarterly result), and is well within target. This is a very pleasing result, with most land use areas showing performance gains. There were a few detritus hot spots in Other Highway, Housing and Main Road areas and these locations will receive attention ahead of the next survey.</p>
Year	Result (%)																										
2017/18	7.55																										
2018/19	6.28																										
2019/20	5.22																										
2020/21	5.28																										
Quarter	Result (%)																										
Q4 2019/2020	5.22%																										
Q1 2020/2021	7.23%																										
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Q3 2020/2021	5.63%																										
Q4 2020/2021	2.86%																										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																						
25.	<p>Levels of Graffiti: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>2020/21 RESULT: 2.98%</p>  <table border="1"> <caption>Street cleanliness: levels of graffiti Yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>3.13%</td> </tr> <tr> <td>2018/19</td> <td>3.52%</td> </tr> <tr> <td>2019/20</td> <td>2.91%</td> </tr> <tr> <td>2020/21</td> <td>2.98%</td> </tr> </tbody> </table> <p>Q4 RESULT: 2.78%</p>  <table border="1"> <caption>Street cleanliness: levels of graffiti Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2019/2020</td> <td>2.91%</td> </tr> <tr> <td>Q1 2020/2021</td> <td>3.37%</td> </tr> <tr> <td>Q2 2020/2021</td> <td>2.38%</td> </tr> <tr> <td>Q3 2020/2021</td> <td>3.37%</td> </tr> <tr> <td>Q4 2020/2021</td> <td>2.78%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	3.13%	2018/19	3.52%	2019/20	2.91%	2020/21	2.98%	Quarter	Result (%)	Q4 2019/2020	2.91%	Q1 2020/2021	3.37%	Q2 2020/2021	2.38%	Q3 2020/2021	3.37%	Q4 2020/2021	2.78%	<p>Above target: </p> <p>TARGET: 3.71%</p> <p>The quarterly graffiti score has reduced from 2.91% this time last year to 2.78% this year and the yearly score remains within target. This is due to improved performance within Housing and Industry and Warehousing areas. The results indicate that further performance gains can be achieved by focusing effort on Other Highway, Main Road and Other Retail and Commercial areas.</p>
Year	Result (%)																										
2017/18	3.13%																										
2018/19	3.52%																										
2019/20	2.91%																										
2020/21	2.98%																										
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	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
26.	<p>Levels of Fly Posting: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>2020/21 RESULT: 0.94%</p> <p>Q4 RESULT: 0.79%</p>	<p>Below target: </p> <p>TARGET: 0.36%</p> <p>The quarterly fly posting score has reduced from 1.06% this time last year to 0.79% for quarter 4 this year. This result can be attributed to modest performance gains within Low Obstruction Housing areas.</p> <p>The target for fly-posting is very tight at 0.36%, and as the figures show it is challenging for the service to meet. Effort will continue to be directed at controlling fly posting hot spots within Other Retail and Commercial, and Industry and Warehousing areas.</p>

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
27.	Number of Green Flag awards achieved A high result is good for this indicator	Parks Heritage and Culture Paul Rabbits	Annual	Q4 RESULT: 12	TARGET for 2021: 13 Green Flag applications are judged annually and results announced in July.
28.	Throughput of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 0	No target set at this time Leisure Facilities closed in quarter 4 due to lockdown.
29.	Membership of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 3,128	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown. Closures are impacting on numbers and customer are cautious about returning.
30.	Watford Leisure Centre - Woodside - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 1,372	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown.

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
31.	Throughput of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environmental Services Chris Fennell	Quarterly	Q4 RESULT: 10,625	No target set at this time West Herts College returned on 8th March. This was the only footfall during quarter 4.
32.	Membership of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environmental Services Chris Fennell	Quarterly	Q4 RESULT: 1,901	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown.
33.	Watford Leisure Centre – Central - swimming lessons take up	Leisure, Community & Environmental Services Chris Fennell	Quarterly	Q4 RESULT: 898	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown.

III. FINANCIAL INDICATORS

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
34.	<p>Value of outstanding invoices <12 months old compared to total raised in a rolling 12 month period</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	<p>2020/21 RESULT: 7.88%</p>	<p>Below target: </p> <p>Target: 3% or less</p> <p>The service have been less proactive regarding the chasing of debt due to the Covid-19 pandemic, and this has affected the result.</p>
35.	<p>Value of outstanding invoices over 12 months</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	<p>2020/21 RESULT: 8.37%</p>	<p>Above target: </p> <p>Target: 10 % or less</p>

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
36.	% payment classified as 'LA error' A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	2020/21 RESULT: 0.12%	<p>Above target: </p> <p>Target: 0.48% or less</p> <p>The outturn for 2020/21 is 0.12% which is £34,397.</p> <p>This is the best result recorded since Watford became a shared service in 2010.</p> <p>LA error arises when a mistake is made and/or the council have been slow in processing changes resulting in overpayments. If the overall LA error rate is :</p> <ul style="list-style-type: none"> >0.54% - NIL subsidy received on overpayments caused by LA error <0.54>0.48% - 40% subsidy received on overpayments caused by LA error <0.48% 100% subsidy received
37.	Collection rates of council tax A high result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	2020/21 RESULT: 96.4%	<p>Below target: </p> <p>Target for 2020/21 : 97%</p> <p>The outturn for 2020/21 was 96.4% so just 0.6 % below target for 2020/21. This result is 0.9% down compared to 2019/20, and is due to the impact of the Covid-19 pandemic.</p> <p>For the majority of 2020/21 only gentle reminders were sent for non-payment. Formal recovery work, including taking customers to</p>

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
					court to secure liability orders, did not start until late 2020.
38.	Collection rates of NNDR A high result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	2020/21 RESULT: 92.61%	<p>Below target: </p> <p>Target for 2020/21 : 97%</p> <p>Outturn for 2020/21 was 92.61%. This result is 4.39% below target and 5.07% down on the position for quarter 4 in 2019/20.</p> <p>Many businesses suffered enormously due to the pandemic and are still recovering, which has impacted the collection rate.</p>
39.	Creditor payments paid within 30 days A high result is good for this indicator	Finance Angela George	Quarterly	2020/21 RESULT: 99.44%	No target set at this time

IV. STAFF INDICATORS

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
40.	Sickness absence (working days lost per employee, rolling 12 month rate) A low result is good for this indicator	Human Resources Terry Baldwin	Monthly	2020/21 RESULT: 2.69 days	Above target:  TARGET: 5 days Significantly below target and the best figure on record. Although there have been a number of absences due to Covid-19, overall, working from home appears to have had a positive impact on the number of days lost per employee. The effect is most markedly seen in the short term absence rates.
41.	Staff sickness – long term / short term Narrative indicator	Human Resources Terry Baldwin	Monthly	Q4 RESULT: Short term absences – 25 Long term absences – 1 Comparison with Quarter 3: Short term absences -21 Long term absences - 1 These figures relate to absences started within the relevant quarter.	No target set 8 of the short term absences were suspected or confirmed Covid-19. The single long term absentee has now returned.

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
42.	Staff satisfaction taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>2020/21: RESULT: 7.5</p> <table border="1"> <caption>Staff satisfaction: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>7.0</td> </tr> <tr> <td>2018/19</td> <td>7.4</td> </tr> <tr> <td>2019/20</td> <td>7.5</td> </tr> <tr> <td>2020/21</td> <td>7.5</td> </tr> </tbody> </table>	Year	Result	2017/18	7.0	2018/19	7.4	2019/20	7.5	2020/21	7.5	<p>On target: </p> <p>TARGET: 7.5</p> <p>This result is taken from the annual PDR cycle where all staff are asked to score their satisfaction from 0-10.</p>
Year	Result														
2017/18	7.0														
2018/19	7.4														
2019/20	7.5														
2020/21	7.5														
43.	Staff motivation taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>2020/21 RESULT: 7.5</p> <table border="1"> <caption>Staff motivation: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>7.6</td> </tr> <tr> <td>2018/19</td> <td>7.6</td> </tr> <tr> <td>2019/20</td> <td>7.8</td> </tr> <tr> <td>2020/21</td> <td>7.5</td> </tr> </tbody> </table>	Year	Result	2017/18	7.6	2018/19	7.6	2019/20	7.8	2020/21	7.5	<p>On target: </p> <p>TARGET: 7.5</p> <p>See commentary above for indicator 42, which also applies for staff motivation.</p>
Year	Result														
2017/18	7.6														
2018/19	7.6														
2019/20	7.8														
2020/21	7.5														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
44.	Return to work interviews carried out on time A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	2020/21 RESULT: 75.81%	Below target:  TARGET: 100% 47 out 62 RTW's were completed on time. The average time to complete is 9.57 days. The rolling 12 month compliance shows poor rates in the Summer of 2020 (dropping to 44% in June) but this has steadily increased over the year with most months averaging a compliance rate of 70-80% and hitting 100% in February 2021. Managers and HR to continue to work together to review and monitor RtW compliance rates.
45.	PDRs completed on time A high result is good for this indicator	Human Resources Terry Baldwin	Annual	2020/21 RESULT: Not reported in this quarter.	

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)															
46.	ICT service: Missed calls to the helpdesk A low result is good for this indicator	ICT Emma Tiernan	Monthly	<p>Q4 RESULT: 12%</p> <p>2020/21 RESULT: 12%</p> <table border="1"> <caption>Missed calls to the helpdesk: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>5%</td> <td>8%</td> </tr> <tr> <td>2018/19</td> <td>4%</td> <td>8%</td> </tr> <tr> <td>2019/20</td> <td>4%</td> <td>8%</td> </tr> <tr> <td>2020/21</td> <td>12%</td> <td>8%</td> </tr> </tbody> </table>	Year	Result (%)	Target (%)	2017/18	5%	8%	2018/19	4%	8%	2019/20	4%	8%	2020/21	12%	8%	<p>Below target: </p> <p>TARGET: 8%</p> <p>Watford BC / Three Rivers DC – shared result.</p> <p>Figures for February and March, are back to levels that are considered to be in a reasonable range. AmicusITS have been working on adjustments to the team and a creation of a new overflow pod. Additionally ICT are looking at a self-service portal as an alternative channel.</p>
Year	Result (%)	Target (%)																		
2017/18	5%	8%																		
2018/19	4%	8%																		
2019/20	4%	8%																		
2020/21	12%	8%																		
47.	Customer satisfaction survey Responses where the service has been rated as meeting or exceeding expectations. Narrative indicator	ICT Emma Tiernan	Monthly	<p>Q4 RESULT: 90%</p> <p>There is no contractual target for customer satisfaction. In quarter 4 90% of users fed back that the service was Awesome or Fair.</p>	<p>No target set.</p> <p>Customer satisfaction remains consistent. All Poor ratings are followed up on an individual basis with the user by the Business Relationship Managers and where improvements can be made to service, or user education required, this is included within the Continuous Service Improvement plan.</p>															

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
48.	First time fix (first time fix statistics are calculated by the ME system as an incident being closed 30 minutes post creation) A high result is good for this indicator	ICT Emma Tiernan	Quarterly	<p>Q4 RESULT: 12%</p> <p>2020/21 RESULT: 17%</p> <table border="1"> <caption>First time fix: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>48%</td> </tr> <tr> <td>2018/19</td> <td>37%</td> </tr> <tr> <td>2019/20</td> <td>38%</td> </tr> <tr> <td>2020/21</td> <td>17%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	48%	2018/19	37%	2019/20	38%	2020/21	17%	<p>Below target: </p> <p>TARGET: 45%</p> <p>Due to changes within the Amicus systems, engineers are now required to tick a box in order to flag the call was resolved as a first time fix, therefore we believe these numbers are not necessarily an accurate reflection of the volume of calls being resolved at first point of contact. The issue has been escalated within the Amicus Service Delivery Team.</p>
Year	Result (%)														
2017/18	48%														
2018/19	37%														
2019/20	38%														
2020/21	17%														
49.	Tickets closed per team A high result is good for this indicator	ICT Emma Tiernan	Quarterly	<p>Q4 RESULT: 66%</p> <p>2020/21 RESULT: 69%</p> <table border="1"> <caption>Tickets closed per team: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>74%</td> </tr> <tr> <td>2018/19</td> <td>78%</td> </tr> <tr> <td>2019/20</td> <td>76%</td> </tr> <tr> <td>2020/21</td> <td>69%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	74%	2018/19	78%	2019/20	76%	2020/21	69%	<p>Below target: </p> <p>TARGET: 80%</p> <p>Consistent challenge within this area now, which is being worked through with AmicusITS.</p>
Year	Result (%)														
2017/18	74%														
2018/19	78%														
2019/20	76%														
2020/21	69%														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
50.	Tickets against service levels A high result is good for this indicator	ICT Emma Tiernan	Quarterly	<p>Q4 RESULT: 90%</p> <p>2020/21 RESULT: 87%</p> <table border="1"> <caption>Tickets against service levels: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>74%</td> </tr> <tr> <td>2018/19</td> <td>78%</td> </tr> <tr> <td>2019/20</td> <td>76%</td> </tr> <tr> <td>2020/21</td> <td>87%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	74%	2018/19	78%	2019/20	76%	2020/21	87%	<p>Below target: </p> <p>TARGET: 95%</p> <p>Stable and increasing volume of incidents and service requests being resolved within service levels.</p>
Year	Result (%)														
2017/18	74%														
2018/19	78%														
2019/20	76%														
2020/21	87%														
51.	Network Uptime Local Area Network: Network uptime defined as availability of local area network across all primary sites, Watford Borough Council, Three Rivers District Council. This would be measured through P1 and major incident notification A high result is good for this indicator	ICT Emma Tiernan	Quarterly	<p>Q4 RESULT: 100%</p> <p>2020/21 RESULT: 100%</p> <table border="1"> <caption>Network Uptime: Local Area Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> </tr> <tr> <td>Q2 2020/21</td> <td>100%</td> </tr> <tr> <td>Q3 2020/21</td> <td>100%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q1 2020/21	100%	Q2 2020/21	100%	Q3 2020/21	100%	Q4 2020/21	100%	<p>Above target: </p> <p>TARGET: 99%</p> <p>No local area network outage in quarter 4.</p> <p>This is a new indicator for 2020/21 so no yearly comparison available yet.</p>
Quarter	Result (%)														
Q1 2020/21	100%														
Q2 2020/21	100%														
Q3 2020/21	100%														
Q4 2020/21	100%														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)								
52.	<p>Core System Uptime: Core systems uptime defined as the available of all priority 1 applications. Downtime to be recorded as full system unavailable, not partial, the time from call logged to call resolution. A high result is good for this indicator</p>	<p>ICT Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 99.9% 2020/21 RESULT: 99.5%</p> <table border="1"> <caption>Core System Uptime Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>99%</td> </tr> <tr> <td>Q3 2020/21</td> <td>99.7%</td> </tr> <tr> <td>Q4 2020/21</td> <td>99.9%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q2 2020/21	99%	Q3 2020/21	99.7%	Q4 2020/21	99.9%	<p>Above target: </p> <p>TARGET: 99%</p> <p>One system outage related to Intranet.</p> <p>Issue in March with 8*8, where calls were going to voicemail when a status of GREEN was set.</p> <p>This is a new indicator for 2020/21 so no yearly comparison available yet. Q1 figures not available due to a new ticketing system in May.</p>
Quarter	Result (%)												
Q2 2020/21	99%												
Q3 2020/21	99.7%												
Q4 2020/21	99.9%												
53.	<p>Network Uptime Wide Area Network: Network uptime defined as availability of wide area network across all connected sites, Watford Borough Council, Three Rivers District Council, Batchworth and Wiggenhall Depots A high result is good for this indicator</p>	<p>ICT Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 100% 2020/21 RESULT: 100%</p>	<p>Above target: </p> <p>TARGET: 99%</p> <p>No full outages.</p> <p>March - variable connectivity experienced, but not a full outage.</p> <p>February - random issues experienced with VPN connections.</p> <p>This is a new indicator for 2020/21 so no yearly comparison available yet.</p>								

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
				<p>Network Uptime: Wide Area Quarterly comparison</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Uptime (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> </tr> <tr> <td>Q2 2020/21</td> <td>100%</td> </tr> <tr> <td>Q3 2020/21</td> <td>100%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> </tr> </tbody> </table> <p>Target: 99%</p>	Quarter	Uptime (%)	Q1 2020/21	100%	Q2 2020/21	100%	Q3 2020/21	100%	Q4 2020/21	100%	
Quarter	Uptime (%)														
Q1 2020/21	100%														
Q2 2020/21	100%														
Q3 2020/21	100%														
Q4 2020/21	100%														



Executive Decision Progress Report

From May 2021

Contact Officer: Ishbel Morren
Senior Democratic Services Officer

Telephone: 01923 278375

Email: democraticservices@watford.gov.uk

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

Proposed decision published in the Notice of Executive Decisions	Date key decision is due to be taken and by whom	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
10/07/19	07/06/21 Cabinet	Joint Safeguarding and Domestic Abuse Policy Lead officer: Justine Hoy	No	Approved by Cabinet 07/06/21
03/05/21	07/06/21 Cabinet	Economic Growth Strategy Lead officer: Alistair Napier	No	Approved by Cabinet 07/06/21
03/06/21	05/07/21 Cabinet	Financial outturn Lead officer: Alison Scott	No	Approved by Cabinet 05/07/21
03/06/21	05/07/21 Cabinet	Local Development Scheme Lead officer: Jack Green	No	Approved by Cabinet 05/07/21
03/05/21	20/07/21 Cabinet and Council	Watford Local Plan: Submission Document Lead officer: Jack Green	No	-

Proposed decision published in the Notice of Executive Decisions	Date key decision is due to be taken and by whom	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
03/06/21	06/09/21 Cabinet	Watford Business Park - Delegated Authority to appoint a Principle Contractor Lead officer: Lauren Sharkey	Yes, on the grounds that exempt information (as defined in Schedule 12A Local Government Act 1972) of the following description is likely to be disclosed: Paragraph 3 – information relating to the financial or business affairs of any particular person (including those of the council).	-
24/03/21	11/08/21 Group Head of Place Shaping	Social Rented Local Lettings Plan Lead officer: Laura Marland	No	-
08/01/21	06/09/21 Cabinet	Corporate Property Strategy Lead officer: Andrew Cox	No	-
30/06/21	06/09/21 Cabinet	SW Herts Joint Strategic Plan Statement of Common Ground Lead officer: Jack Green	No	-

Proposed decision published in the Notice of Executive Decisions	Date key decision is due to be taken and by whom	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
30/06/21	06/09/21 Cabinet	<u>SW Herts Joint Strategic Plan Statement of Community Involvement</u> Lead officer: Jack Green	No	-
30/06/21	06/09/21 Cabinet	<u>Woodside Master Plan Update</u> Lead officer: Abid Khalil	Yes, on the grounds that exempt information (as defined in Schedule 12A Local Government Act 1972) of the following description is likely to be disclosed: Paragraph 3 – information relating to the financial or business affairs of any particular person (including those of the council).	

Overview and Scrutiny Committee
Work programme 2021/22

Date	Publishing	Topics	Speakers
24 June	16 June	<ul style="list-style-type: none"> • Hospital redevelopment plans – to comment on West Hertfordshire Hospitals NHS Trust's plans • Update on WBC's Strategic Framework – to review progress achieved on the Council Plan, Organisation Development Strategy and Covid-19 Road to Renewal Plan 	<ul style="list-style-type: none"> • Helen Brown (Deputy Chief Executive) and Louise Halfpenny (Director of Communications) • Kathryn Robson (Executive Head of Corporate Strategy & Communications), Terry Baldwin (Executive Head of HR and OD), Liam Hornsby (Head of Enterprise Programme Management Office)
22 July	14 July	<ul style="list-style-type: none"> • Homelessness strategy – to provide more context and understanding around the 'Everyone In' campaign and the statutory homeless figures • Quarter 4 2020/21 Council Performance Report - to monitor and challenge results 	<ul style="list-style-type: none"> • Ayaz Maqsood (Head of Housing), Liz Smale (Housing Strategy Officer) • Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy & Communications)
23 Sept	15 Sept	<ul style="list-style-type: none"> • Quarter 1 2021/22 Council Performance Report - to monitor and challenge results • CCTV review – to review Watford's CCTV coverage and the council's approach to its use • Review of corporate property strategy – to consider the review's findings and recommendations 	<ul style="list-style-type: none"> • Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy & Communications) • Alan Gough (Group Head of Community and Environmental Services), Andy Smith (Head of Transport and Infrastructure) • Andrew Cox (Group Head of Transformation) and Steve Cooper (Head of Corporate Asset Management)
21 Oct	13 Oct	<ul style="list-style-type: none"> • Update on WBC's Strategic Framework – to review progress achieved on the Council Plan, Organisation Development Strategy and Covid-19 Road to Renewal Plan • Sustainable transport: Beryl Bikes, Arriva Click, Transport App – to review the council's sustainable transport contracts 	<ul style="list-style-type: none"> • Kathryn Robson (Executive Head of Corporate Strategy & Communications), Terry Baldwin (Executive Head of HR and OD), Liam Hornsby (Head of Enterprise Programme Management Office) • Chris Fennell (Head of Leisure and Environmental Services), Natalie Frost (Contract and Relationship Manager - Sustainable Transport)

18 Nov	10 Nov	<ul style="list-style-type: none"> Review of service changes to waste collections, including green waste – to examine the impact of changes introduced to the council's waste collections in September 2020 Council's Nomination Policy – to review proposed changes to how the council assesses applications to its housing register and the rules determining nominations to vacant homes owned by local housing associations 	<ul style="list-style-type: none"> Chris Fennell (Head of Leisure and Environmental Services), Ruth Young (Contract Manager – Waste, Recycling and Markets), Laura Allan (Contract Manager – Waste, Recycling and Markets) and Hayley Page (Contract Manager – Parks and Streetcare) Ayaz Maqsood (Head of Housing), Liz Smale (Housing Strategy Officer)
16 Dec	08 Dec	<ul style="list-style-type: none"> Quarter 2 2021/22 Council Performance Report - to monitor and challenge results W3RT Task Group recommendations – update on progress 	<ul style="list-style-type: none"> Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy & Communications) Cllr Glen Saffery (Task Group Chair), Bob Jones (W3RT, CEO)
03 Feb	26 Jan	<ul style="list-style-type: none"> Responding to the impacts of Covid 19 on Watford's BAME communities and street name policy review task group – to review progress against the task group's recommendations 	<ul style="list-style-type: none"> Cllr Favour Ezeifedi (Task Group Chair)
24 Feb	16 Feb	<ul style="list-style-type: none"> Update on WBC's Strategic Framework – to review progress achieved on the Council Plan, Organisation Development Strategy and Covid-19 Road to Renewal Plan 	<ul style="list-style-type: none"> Kathryn Robson (Executive Head of Corporate Strategy & Communication), Terry Baldwin (Executive Head of HR and OD), Liam Hornsby (Head of Enterprise Programme Management Office)
17 Mar	09 Mar	<ul style="list-style-type: none"> Community Safety Partnership – to review the update on the 2021/22 plan and consider objectives for 2022/23 Quarter 3 2020/21 Council Performance Report - to monitor and challenge results 	<ul style="list-style-type: none"> Liam Fitzgerald (Community Safety Co-ordinator) Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy & Communications)