



**WATFORD
BOROUGH
COUNCIL**

OVERVIEW AND SCRUTINY COMMITTEE

21 June 2023

7.00 pm

**Rooms 201 and 202, Annexe, Town Hall,
Watford**

Contact

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

Publication date: 13 June 2023

Committee Membership

Councillor A Grimston (Chair)

Councillor F Ezeifedi (Vice-Chair)

Councillors S Ahmed, M Devonish, P Hill, A Khan, P Kloss, T Osborn and K Rodrigues

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 15 March 2023 to be submitted and signed.

4. Call-in

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

5. Customer Experience Strategy (Pages 4 - 21)

Report of the Customer Services Operations Manager

6. Report it review (Pages 22 - 29)

Report of the Digital Development Manager

7. Executive Decision Progress Report (Pages 30 - 32)

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 33 - 35)

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

10. Date of Next Meeting

- Wednesday 19 July 2023, 7pm
- Thursday 27 July 2023, 7pm (call-in only)

Agenda Item 5

Part A

Report to: *Overview and Scrutiny Committee*
Date of meeting: *21 June 2023*
Report author: *Customer Services Operations Manager*
Report title: *Customer Experience Strategy Update*

Nature of report: *Information and noting*

1.0 Executive Summary

- 1.1 The Customer Experience Strategy, approved by cabinet in November 2022, sets out the ambitions of the council for how it intends to deliver services to our customers in the future. At the time of approval, it was agreed that Overview and Scrutiny Committee would be provided with a summary of the strategy and an update on delivery progress.
- 1.2 The Council Plan 2022-26 and associated Delivery Plan 2022-24 confirms the commitment to develop and deliver our Customer Experience Strategy, providing the council with clarity on the future state of customer experience that supports the ambition for Watford to be an outstanding place for everyone - residents, business owners and visitors alike.
- 1.3 The strategy provides a framework based around four key themes to ensure the council continues to provide great experiences to all of its customers.
- Service design
 - Our people
 - Technology
 - Insight
- 1.4 In the development of the strategy significant work was undertaken to:
- Engage with key customer groups and partners to understand their expectations and priorities when accessing or delivering council services.
 - Review customer feedback to understand what we currently do well and identify those areas where we need to improve.
 - Consult with colleagues across the organisation to gather their views on the aims and actions that should form the strategy.
 - Analyse our contact data to understand why, when and how customers contact us.

- Benchmark our performance with other local councils to see how well we manage and deliver our services in comparison, and to share learning and best practice.
- Research the latest customer-service industry trends across both the public and private sector to develop our knowledge of how technology and different delivery models are used to support customers.
- Align the strategy's key themes and deliverables with wider corporate priorities, plans and strategies.

1.5 The strategy links with other core corporate strategies and plans including:

- Council's values and behaviours
- Procurement Strategy
- Business Intelligence Strategy
- Organisational Development Strategy
- Community Engagement and Participation Strategy

1.6 This report is to provide progress updates of the Customer Experience Strategy, since its approval in November 2022.

2.0 Recommendations

2.1 Overview and Scrutiny Committee are asked to note the update in relation to the Customer Experience Strategy and provide any comment on progress to date.

3.0 Report Pathway

3.1 Next review body: *Not applicable:*

3.1.1 Indicative date: *Not applicable*

3.2 Final review body: *Not applicable*

3.2.1 Indicative date: *Not applicable*

Contact Officer:

For further info contact: *Michelle Carty, Customer Services Operations Manager*

Email: *Michelle.Carty@watford.gov.uk*

Reviewed and signed off by: *Liam Hornsby Associate Director of Customer and Corporate Services*

4.0 Detailed Proposal

- 4.1 Each time a customer uses one of our services, it contributes to how they feel about the council. This is not just about the interaction itself but also the customer's experience before and after contact that can also contribute to their overall customer experience. One negative interaction with a customer can have an impact on their overall impression of the council. Identifying these incidents and targeting improvements is key to enhancing our services and overall customer experience.
- 4.2 Our Customer Experience Strategy details how the council culture should ensure the delivery of excellent customer experience as part of the core values and behaviours of the organisation with every employee, partner and supplier understanding their responsibilities in delivering excellent customer experiences.
- 4.3 With the increasing use of technology, particularly over recent years, there continues to be a significant shift in the way people communicate and interact. Many of our residents and businesses want access to high quality online services which allow them to transact with the council at a time which is convenient for them. Being responsive to customers is a necessity for any organisation that provides services.
- 4.4 To date, our approach to customer service has seen the council move to a digital by design model that reflect this change in technology and our customers' preferences. This does not mean that customers **must** transact with us online but recognises that online services provide extra flexibility for our customers to transact with us at a time that is convenient and so services should be digitised where possible and provide the same quality of service as a face to face or telephone transaction. The Customer Experience Strategy builds on this, addressing the challenge of meeting increased demand for public services and the expectations of an increasingly digital society all whilst delivering services in a time of decreasing resources.
- 4.5 The strategy has a focus on designing services where customers who can are empowered to help themselves. It sets out how the council will enable new, innovative, and efficient ways of interacting with customers, whilst at the same time recognising some customers will still need to use the telephone and have access to face to face meetings to interact with the council, especially in more complex matters. It reflects the reality that some customers will not be able to access our services digitally either by choice, or lack of skills, knowledge, or funds, and they will require that services are delivered in other ways, or that they have access to the right support to get online. The council's Customer Service Centre will signpost any customers who are digitally isolated to the 'Staying Connected' scheme managed by Watford and Three Rivers Trust.

4.6 The Strategy further sets out the council's commitment to provide, high quality services that take customer engagement and feedback to continuously improve how they are delivered. It also acknowledges the need to protect the data held from cyber-crime, in line with the Data Protection Act 2018.

5.0 Delivery

5.1 Ensuring that the Customer Experience Strategy is vital to continued improved customer experiences across the council. As such, the strategy is accompanied by a Delivery Plan (shown at Appendix 2) setting out specific actions. Delivery of the strategy, and tracking of the associated actions, is governed by a Programme Board, chaired by the Associate Director of Customer and Corporate Services, and attended by key representatives from services across the council, including Community Protection, Housing and Revenues and Benefits. The Programme Board track delivery of the Strategy which also reports into the council's Projects Assurance Group, designed to provide internal assurance of project delivery.

6.0 Progress to date

6.1 Significant progress has been made since the approval of the Customer Experience Strategy. Progress updates are detailed in Appendix 3- the Customer Experience Strategy Delivery Progress Updates. Key highlights include:

- Drafting of our Customer Care Standards and Staff Guide to Delivering Great Customer Experiences, ready for launch in early July
- Review of the corporate complaints process to ensure customer complaints are resolved at the earliest opportunity and services are improved based on feedback received. The arrangements for handling complaints received about our partners who deliver services on our behalf are also reflected in the corporate complaints policy. Quarterly complaints meetings are held with all services.
- Monthly meetings held with all service areas to identify and deliver continuous service improvements.
- Implementation of a 'Contact Us' form on our website, which is heavily used by our customers.
- Development of complaints reporting functionality on the Business Intelligence platform. This function is now live.
- Reporting annually and quarterly to Corporate Management Board on complaints received and performance against KPIs.
- Updated Procurement Strategy to include a customer care method statement.

- Key online services have been identified and aligned to key events to promote to our customers and encourage uptake of our digital services. A Communications Plan is being developed for roll out.
- Work has commenced on automating customer satisfaction surveys, giving customers the opportunity to provide feedback at key points of the customer processes.
- A refreshed website and digital review process has been developed to ensure that both contact channels are regular updated.
- The online 'Report It' function has been updated and improved following feedback from customers and engagement with members.

7.0 Implications

7.1 Financial

7.1.1 The Shared Director of Finance comments that the Customer Experience Strategy will be delivered within existing budgets. Should additional resources be required a bid will be brought forward as part of the annual budget setting process. Funding may be required to deliver the following elements of the delivery plan but will be subject to a full business case:

- CES10- Investigating the opportunities to expand the channels through which we deliver our services.
- CES11- Fully exploiting the capabilities of our existing technology to deliver excellent customer processes.
- CES14- Investigating the opportunities to issue proactive service specific customer alerts.

7.2 Legal issues (Monitoring Officer)

7.2.1 The Group Head of Democracy and Governance comments that there are no legal implications as a result of this report.

7.3 Risks

Nature of risk	Consequence	Suggested control measure	Response (treat, tolerate, terminate, transfer)	Risk rating (combination of severity and likelihood)
Digital Services are not continually monitored and improved	Reduction in transactions through self-service channels impacting the current CSC resource model achievement of KPIs and delivery of the service within budget as a result	The strategy, in addition to a recent enhancement to the council's Digital Improvement team and delivery governance, has helped to retain a focus on continuous service improvement	Treat	6
Lack of engagement with and from service areas.	Unable to meet stakeholder expectations	Ongoing engagement with service areas for delivery of the strategy with a governance scheme which includes service areas	Treat	6
Technology not compatible with proposed solutions.	Unable to deliver commitments as anticipated.	A representative is now on the Project Board to provide IT oversight.	Treat	4
Withdrawal of traditional service channels such as face to face	Unable to deliver services in ways that suit all sections of our community	Approval of the strategy ensured that traditional contact channels have been retained, whilst promoting digital services to those who want and are able to use them	Treat	6
Training element of Strategy will be delayed.	Staff do not have sufficient support and skills to deliver the strategy	It has been agreed to deliver this workstream via the Values & Behaviours project. The Project Lead for this is now a Project Board member.	Treat	4

7.4 Equalities, Human Rights and Data Protection

7.4.1 Equalities

Having had regard to the council's obligations under s149, an Equalities Impact Assessment (EIA) was completed for this strategy. Key potential positive impacts of the strategy are:

- The Council will support customers who need additional support when accessing Council Services through the Customer Service Centre. Offering services across all traditional contact channels with supported and mediated self-service offered to customers as they require.
- Providing additional support for those who are digitally excluded.
- Disabled customers, including those with visual or hearing impairments, who may find it difficult to attend the Town Hall in person will also benefit from the enhanced digital capability.
- The strategy details the requirement that key services are designed and tested in collaboration with those customers who use / will be using the service. Services will also be continuously improved using customer feedback and insight.
- The website should be simple and clear to use for all customers and assist customers with a wide range of disabilities.
- People who prefer to self-serve will benefit from this policy. This may include younger people.

Key potential negative impacts of the strategy are:

- Older residents and those on low incomes are more likely to be digitally excluded so the increased emphasis on digital channels, is likely to impact older people and those on low incomes more than other residents.
- Some people who do not speak English as a first language may have difficulty understanding and/or following online or automated instructions.

Officers are mindful that further EIAs may be required to deliver the following elements of the delivery plan:

- CES5 - Address digital isolation.
- CES11- Fully exploit the capabilities of our existing technology to deliver excellent customer processes.

7.4.2 Data Protection Impact Assessment

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. However, officers are mindful that DPIAs may be required to deliver some elements of the Delivery Plan as they come forward.

Appendices

- Appendix 1 – Customer Experience Strategy
- Appendix 2 - Customer Experience Strategy Delivery Plan
- Appendix 3 - Customer Experience Strategy Delivery Progress Updates

Customer Experience strategy 2022 – 2026

Foreword by Peter Taylor, Elected Mayor of Watford

Every interaction will be a positive experience: better, faster, simpler

I'm delighted to introduce our new Customer Experience Strategy 2022-26. At its heart, the strategy is about making sure everyone who interacts with the council feels listened to and understood. We know this is ambitious but we are a council that strives to deliver the best for our vibrant and diverse community, whether you are a resident, business or visitor to our wonderful town.

Through this strategy, we are setting out a promise to all our customers. We are committed to much more than just making it faster and simpler for people to connect with us at the time and place they choose – important as this is. Outstanding customer experience is about getting our attitude and approach right so people are the driving force behind everything we do, from how we design services to how we respond to your feedback.

We don't have a 'one size fits all' for our customers. Our strategy reflects how we will adapt to your needs, not limiting how people interact with us but finding the best way that works for you. Delivering the strategy means getting things right first time, every time when you get in touch with the council. At Watford, we see this as everyone's job.

Peter Taylor

What does 'customer experience' mean?

Each time a customer uses one of our services, it contributes to how they feel about us as a service provider. But it's not just the interaction itself that leaves an impression on our customers; their experience before and after contact with the council can also contribute to their overall customer experience.

One negative interaction with a customer can have an impact on their overall impression of the council. Identifying these incidents and targeting improvements is key to enhancing our services and overall customer experience.

Our commitment is to work continuously to understand the experiences of our customers, in order to help us to identify how we can improve the services we provide.

Who are our customers?

For the purpose of this strategy customers are defined as anyone who lives, works or visits the Watford Borough Council area, internal staff and councillors.

People are at the heart of everything we do

Watford Borough Council provides over 400 different services to our residents, businesses and visitors. It's important to us to deliver these services in the way our customers need, and to the standards they expect, and the standards we expect of ourselves. People are at the heart of everything we do: every policy we write, every action plan we put forward, and every service we introduce, is designed and delivered to improve life in Watford.

Our aim is to make our services as simple, convenient and responsive as possible. Where we can, and if appropriate, we will make the best use of new technology to help us deliver more efficient and cost-effective solutions, allowing us to focus even more on people with complex needs who may need our additional time and support.

To ensure that we are delivering services that meet everyone’s expectations, we will continually evaluate our performance across all our customer-facing teams and listen to customer and staff feedback to improve our services.

This strategy sets out our vision of how we will:

- Provide the best-possible customer experience for the people who live and work in Watford, and for those we welcome to our town.
- Design and deliver services that meet our customers’ needs and make best use of technology to deliver our services as efficiently and cost effectively as possible.
- Use customer insight and data to identify and deliver ongoing improvements to our services.
- Enable and empower staff to provide excellent customer service.

The strategy is aligned with our overall Council Plan 2022-26, an ambitious roadmap for our future that sets out the priorities and ambitions for the council over the next four years, it details the ambitions of the council to deliver excellent customer experiences to our residents, businesses and visitors alike.

Our Council Plan 2022-26 focuses on four key themes:



To underpin the delivery of our Council Plan, the associated Delivery Plan sets out our priority areas for the next two years.

The ones that relate to customer experience are:

1. Provide an excellent customer experience for everyone who engages with the council

We will prepare and deliver a new Customer Experience Strategy to transform how we engage with our customers over the next four years, delivering a real step change across all our services, embracing innovation and embedding a first class experience our customers will value.

2. Tackle digital isolation so residents can effectively engage using new technology

We will work with our partners, volunteers and community groups to support residents who do not have access to technology, or do not currently have the skills to use IT, so that they have the same opportunities as others in our town.

Our aims

Our Strategy is focused around four key aims.



1. Services designed with people at the heart of everything we do

We will design and deliver services with our customers in mind, using customer insight and feedback to design and improve our services. We will develop our digital channels to allow customers more flexible access to our services, and ensure they are simple and easy to use.

We will:

- Engage with the community for feedback, and use these insights to shape how we design and improve our services.
- Design our services from end-to-end, to be as efficient as possible, working on a 'right-first-time' principle and keeping customers informed on the progress of their enquiries.
- Ensure all our services are accessible and take into account customers' diverse needs.
- Work with our partners across Watford and Hertfordshire to help individuals and families within Watford impacted by digital isolation
- Increase and improve our digital offering for customers and encourage customers to use digital channels in the first instance.
- Promote the uptake of paper-free initiatives, such as e-billing and resident parking permits, to reduce our impact on the environment.

2. Our people

We will make sure that everyone working for the council, our partners and suppliers, understand their role at every stage of the customer journey and how their behaviours and actions are key to creating a positive or negative customer experience.

We will:

- Ensure all our people have the skills and knowledge to deliver an excellent customer experience.
- Ensure our people are engaged and feel valued, so that they in turn can deliver an excellent customer experience.
- Embed the council's shared values and behaviours that set out how our people can deliver great customer experiences.
- Lead from the top – model behaviours that create a customer focussed corporate culture.
- Ensure our people are informed and engaged in the design and improvements of our services and the standard of service delivered to our customers.

- Encourage cross-departmental working and no internal silos, to ensure customer experiences are integrated throughout the organisation.

3. Technology

We will make the most of new technology to help deliver simple and convenient services, whilst being mindful of those who may require a more personal approach. We will work with our partners, volunteers and community groups to support residents who do not have access to technology, or who lack digital confidence, to help equalise opportunities in our town.

We will:

- Continue to improve how customers can engage with us through a single point of contact online via the MyWatford portal, including expanding our online reporting / service delivery and online mapping capability.
- Continue to deliver improvements our website, with a focus on improved usability, better content and improved accessibility.
- Increase our ability to engage and communicate with us through digital channels, such as our website, mobile apps, online forms and social media.
- Investigate the potential for new service channels to support our customers, such as web chat.

4. Insight

We will use data to understand how customers use our services and how they feel about them. We will act on this information to continuously improve our services and approach. We know our customers' needs change, so we will continually review our services, to ensure we are planning and developing our services, based on their needs.

We will:

- Using customer journey data and feedback to continually review and improve our services.
- Respond to changes in demand for existing and new service channels, based on customer expectations and use.
- Be open with customers about when and why we collect their personal information, including where we use personal information to improve our services and communication.
- Have all appropriate and proactive steps in place to maintain data integrity, meaning customers can be confident that their personal information is safe and protected from cyber security threats or data breaches.
- Make non-personal data sets publicly available where appropriate so we are open and transparent and ensure information is easy to obtain where necessary.

How are we going to achieve this?

To deliver on the aims of this strategy we have developed a detailed action plan. We will actively manage this plan and monitor our progress to evaluate how well we are doing.

Links to other council strategies and plans

This strategy is linked to the following council strategies and plans:

- Council Plan 2022-26 and Delivery Plan 2022-24
- The council's culture / values and behaviours
- Procurement Strategy
- Business Intelligence Strategy
- ICT strategy
- Organisational Development Strategy

Watford in numbers 2021

Metric	Time period	Volumes
Population	2022 By 2035	102,300 110,000 (increase 14.6%)
Number of customer accounts	Total sign-ups	32,720 (2022) 22,958 (2020) 8,268 (2019) Up 75%
Total visits to our website	Annual	1.4 million 1.2 million(2020) 0.95 million (2019) Up 32%
Calls to our customer service team	Annual	86,784 (2021) 82,500 (2020) 79,054 (2019) Up 9%
Visitors to Cassiobury Park	Annual	2.1 million
Number of visitors to our gyms and leisure centres	Annual	1.2 million
Number of bins emptied	Weekly	100,000
Tonnes of recycling	Annual	8,078 tonnes
Green waste sign-ups	Total sign-ups	16,855
Miles of roads cleaned	Weekly	172,218
Number of business licences	Total	325
Tonnes of dumped rubbish / litter removed from streets	Annual	925 tonnes
COVID support grant applications processed	Total	5295
Customer satisfaction across all channels – rated good or average	Annual	Phone – 98% Web – 75%
Digital forms completed	Annual	27,497 (2021) 28,545 (2020) 1,928 (2019) Up 93%

CUSTOMER EXPERIENCE STRATEGY 2022-26 PROJECT PLAN

										2021	2022/23					2023/24				2024/25				2025/26			
Workstream	Ref	How	Activities	Project / BAU	Status	Start	Planned Finish in Delivery Plan	Planned Finish in PID	Responsible	2021	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	CES2	Continue to develop the telephone channel for mediated self-service for more complex transactions, or for those who don't have access to digital technology.	<ul style="list-style-type: none"> Complete - now BAU Maintain focus on ensuring customers get the best service possible through the telephone channel with a focus on training and performance of the CSC team. 	BAU	Ongoing		Sep-22	Dec-22	Michelle Carty			✓															
1	CES4	Deliver revised Customer Care Service Standards based on best practice, customer expectations and the councils values.	<ul style="list-style-type: none"> New CCSS not as prescriptive as previous version and also expanded to cover social media, more contact channels and offers flexibility to deliver more with the resources in CSC. Staff Ambassadors Group to review and compare new and previous Customer Service Standards - complete CCSS to be presented to Project Board in April and CMB in May - complete CCSS to be launched in July 2023 	BAU	In progress		Dec-22	Dec-22	Michelle Carty																		
1	CES19	Report quarterly to leadership board on complaints received and performance against KPI's.	<ul style="list-style-type: none"> Quarterly reports to CMB from Q4 22/23 1-page progress update on Strategy delivery (using infographics) appendix to main CMB report. 	BAU	Ongoing		Mar-23	Dec-22	Michelle Carty				✓	✓	✓												
2	CES8	Develop the capabilities to measure customer experience / satisfaction at key points of our customer processes.	<ul style="list-style-type: none"> Introduce data collection for satisfaction at points of customer journey (no just at end of journey). Use information in service meetings to review and make improvements. Reporting capability to be built and surveys automated. Collect data via Govmetrics Switch off Firmstep star rating system once Govmetric enabled (TBC) Collate framework for capturing and reporting Investigate costs of reinstating terminal and tablets in Town Hall to gather face to face feedback from customers. 	BAU	In progress		Dec-22	Mar-24	Lee Anderson																		
2	CES17	Use customer data and analysis of the customer experience to inform where improvements to the customer journey can be made.	<ul style="list-style-type: none"> Similar to CES8 but also IVRs (use of 8*8 to monitor customer journey thorough telephone channel) Report and discuss web statistics at bi-monthly service reviews Investigate uploading data onto Qlik Continue to report through Google Analytics, Govmetric and Cludo to provide services with more comprehensive dashboards 	BAU	In progress		Mar-23	Mar-24	Lee Anderson																		
2	CES2	Promote the councils simple and easy-to-use online services to our customers to increase awareness and take-up of our digital services.	<ul style="list-style-type: none"> Revs & Bens to lead (and also implement modules recently purchased) Develop and deliver comms campaign to promote uptake of online services (eg Garden Waste, Report It, Nuisance - eg popular services or those that are time consuming on the phone) - combine with ebilling commitment Deliver Licensing processes including Housing / HMOs (to be prioritised) 	Project	Ongoing	Apr-23	Jun-23	Mar-24	Lee Anderson																		
2	CES13	Continue to improve the content of the council's website to ensure a seamless, end-to-end customer journey.	<ul style="list-style-type: none"> Regular update and enhancement of website and homepages / continuing service improvement and regular housekeeping eg ensuring compliance and accessibility of website Delete large images from website 	BAU	Ongoing		Sep-23	Mar-24	Lee Anderson																		
2	CES1	Actively involve our customers with the ongoing development of the council's transactional web content and online services.	<ul style="list-style-type: none"> Hold workshops with residents and internal customers to gather feedback on their customer journey on processes that have huge impact on community groups Report It - to ote that customers / members were involved in testing function 	BAU	In progress		Dec-23	Mar-24	Lee Anderson																		
2	CES15	Continue to identify, design and deliver new online processes through the council's customer relationship management system, Firmstep.	<ul style="list-style-type: none"> Implement new processes as and when requested by service areas and also through feedback we receive via the 'Contact Us' form and continuous improvement cycle. 	BAU	Ongoing		Mar-24	Mar-24	Lee Anderson																		
3	CES3	Develop a planned programme of work across council services to continuously improve our services based on insight	<ul style="list-style-type: none"> Identify improvements through customer experience meetings eg improvements to telephone, website, online, etc. Service led improvements via continuous improvement framework 	BAU	Ongoing		Jun-23	Mar-24	Michelle Carty / Lee Anderson																		
3	CES2	Complete the development of digital services identified through the council's digitisation and service transformation programme.	<ul style="list-style-type: none"> Combine with CES15 Confirm resourcing for project delivery Complete outstanding deliverables in service areas including Elections, Community Protection (Licensing and HMOs) and Parking) 	Project	In progress	Apr-23	Mar-24	Mar-24	Lee Anderson																		
6	CES8	Develop a programme of continuous process improvement using information to improve what we do.	<ul style="list-style-type: none"> Service led project (links in with CES3) Project to be led by BI Manager 	Project	Not started		Mar-24	Mar-24	Claire Dow																		
6	CES3	Improve our customer experience reporting, across all services, through the new business intelligence platform	<ul style="list-style-type: none"> To be delivered via BI Strategy Continuous improvement and automating of web performance data 	Project	In progress		Mar-25	Mar-24	Claire Dow /Michelle Carty / Lee Anderson																		
3	CES11	Continually review the services we provide to our residents and businesses, ensuring we make the most of new technology, without overlooking those who require a more in-person approach.	<ul style="list-style-type: none"> Continuous review of new tools and technology 	BAU	Ongoing		Jun-25	Mar-24	Michelle Carty																		
4	CES6	Through effective leadership and training, ensure that the standards for delivering excellent customer care are embedded at every level of the organisation. Every one of the Watford Council team should understand how their role in the organisation impacts the overall customer experience.	<ul style="list-style-type: none"> To be delivered via Values & Behaviours project Develop a training plan for all new starters (induction) - need steer from CMB on whether training is mandatory. Ties in with Values and Behaviours Develop business case Recruit HR board member Launch Customer Service Academy Engage with Staff Ambassadors Group to see what training will be useful around customer experience. Service design to be as customer focussed as possible / leading a customer focus organisation (embedding the culture) 	Project	In progress		Mar-24	Mar-24	Michelle Carty																		
4	CES7	Refresh the customer experience module of the corporate induction and complaints handling training.	<ul style="list-style-type: none"> Link with CES6 & 7 / to be delivered via Values & Behaviours project Refresh customer experience module of the corporate induction and complaints handling training 	Project	In progress		Mar-24	Mar-24	Michelle Carty																		
4	CES7	Develop and deliver a programme of customer-focused training across the council appropriate to the requirements of staff roles. • Staff involved in service design - user research and service design training • Frontline / Back office staff - Customer experience training (including mental health training and digital champion training to support customers to get online).	<ul style="list-style-type: none"> Link with CES6 & 7 / to be delivered via Values & Behaviours Develop training programme Deliver training programme 	Project	In progress		Mar-24	Mar-24	Michelle Carty																		

CUSTOMER EXPERIENCE STRATEGY 2022-26 PROJECT PLAN

										2021	2022/23				2023/24				2024/25				2025/26				
Workstream	Ref	How	Activities	Project / BAU	Status	Start	Planned Finish in Delivery Plan	Planned Finish in PID	Responsible	2021	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
5	CES5	Work with our partners, volunteers and community groups to deliver a program that supports residents who do not have access to technology, or who lack digital confidence, to help equalise opportunities in our town.	<ul style="list-style-type: none"> Mayor's Manifesto Secure funding for further delivery (paper to PHs in July 2023) Investigate Laptop for Learning (social enterprise) with Economic Development Team - canvas our business contacts and introduce to Laptops for Learning for wiping old device and load programme and donate to people. Costs of wiping laptops to be absorbed by businesses Digital Champions to provide upskilling and training. Volunteers to be provided by W3RT (LA to lead) 	Project	In progress		Mar-24	Jun-25	Lee Anderson																		
5	CES14	Look to introduce proactive customer alerts for services such as: <ul style="list-style-type: none"> Missed bins Traffic works Planning permissions Local events Payment reminders 	<ul style="list-style-type: none"> Define / scope project eg sending emails or texts to customers when bins are not picked up or enable customers to sign up for alerts - aim is to prevent customers from contacting us. Develop Business Case / growth bid for cost of development Complete DPIA & EIA Promote new service 	Project	In progress		Sep-24	Jun-25	Michelle Carty / Lee Anderson																		
5	CES10	Explore the potential to deliver our services through other contact channels such as web chat or add value to the customer experience through the use of technologies such as SMS, WhatsApp, Artificial Intelligence or machine learning	<ul style="list-style-type: none"> Define / scope project, develop business case / growth bid Review use of WhatsApp, AI, RPA etc - prioritise and take to Project Board for decisions. Combine all elements in workstream 5 in one project. Complete DPIA & EIA Promote new service 	Project	In progress		Sep-24	Jun-25	Michelle Carty																		
5	CES2	Deliver a new face to face operating model that takes account of the needs of our customers, the future of the Town Hall and allows for efficient use of our resources.	<ul style="list-style-type: none"> To be delivered in conjunction Town Hall Programme Town Hall reopening Spring 2024 Track progress 	Project	In progress		Mar-25	N/A - Spring 2024	Michelle Carty																		
5	CES11	Develop the use of voice automated telephony and end to end self-service processes.	<ul style="list-style-type: none"> Define / scope project - explore if we can use Netcall to do more for customers Voice automated telephony to be investigated along with other channels eg Firmstep and 8*8 (ties in with service improvement around technology and processes) Develop business case / growth bid 	Project	Not started		Jun-25	Jun-25	Michelle Carty																		
6	CES18	Work with services to agree service level standards and key performance indicators for customer processes. Build reporting functionality within the corporate Business Intelligence platform to monitor performance against targets and deliver targeted service improvements.	<ul style="list-style-type: none"> To be delivered via BI Strategy Hold monthly meetings with service areas Review KPIs Develop reporting dashboards for service areas with no dashboard 	BAU	Ongoing		Sep-23	TBC once BI Strategy delivery commences	Michelle Carty																		
6	CES16	Utilise the councils chosen Business Intelligence solution to develop reporting dashboards to forecast customer demand and plan resource priorities appropriately.	<ul style="list-style-type: none"> To be delivered via BI Strategy Develop reporting dashboards to forecast customer demand / plan priorities 	BAU	In progress		Jun-25	TBC once BI Strategy delivery commences	Michelle Carty																		
6	CES3	Produce customer profiles for key services based on customer analytics and service uptake data to inform how our services are designed and delivered.	<ul style="list-style-type: none"> Project to be scoped Planning to use mosaic data and intelligence we hold for customer segmentation 	Project	Not started		Sep-25	TBC once BI Strategy delivery commences	Michelle Carty																		
BAU	CES2	Promote the uptake of paper free billing to reduce letters and printed correspondence.	<ul style="list-style-type: none"> Promoted on council website Develop leaflet to promote paper free e-billing and benefits and build into Comms plan Ensure issues with the system are resolved before promoting functionality 	BAU	Ongoing		Mar-23	Ongoing	Jane Walker																		
BAU	CES9	Ensure that the council's procurement / contract and relationship management process includes a customer care method statement and review process to ensure that the service delivered to our customers is in-line with the council's customer service expectations.	<ul style="list-style-type: none"> Insert customer care method statement in procurement / contract & relationship management process MC to confirm with Derek Hatcher if statement was inserted 	BAU	In progress		Sep-23	TBC	Michelle Carty																		
BAU	CES19	Report annually to senior leadership and elected members on performance against complaints KPI's and where customer feedback has been used to improve the services that we provide.	<ul style="list-style-type: none"> Report against complaints KPIs annually to Senior Management & members 	BAU	Ongoing		Apr-23	Ongoing	Michelle Carty																		

Appendix 3 - Customer Experience Strategy Delivery Progress Updates

Workstreams	Progress
Workstream 1	<p>Most activities in workstream 1 are now complete, including:</p> <ul style="list-style-type: none"> • Review of the corporate complaints process to ensure customer complaints are resolved at the earliest opportunity and services are improved based on feedback received. The arrangements for handling complaints received about our partners who deliver services on our behalf are also reflected in the corporate complaints policy. Quarterly complaints meetings are held with all services. • Monthly meetings held with all service areas to identify and deliver continuous service improvements. • Implementation of a 'Contact Us' form on our website, which is heavily used by our customers. • Ensuring that data is only collected when required e.g., for out of hours emergency situation and housing. A Data Protection Impact Analysis is completed when relevant. • Ensuring that our digital improvement team have data analysis tools and capabilities e.g., Google Analytics and GovMetric. • Development of complaints reporting functionality on the Business Intelligence platform. This function is now live. • Reporting annually and quarterly to Corporate Management Board on complaints received and performance against KPIs. • Update of the Customer Care Service Standards (CCSS) on best practice, customer expectations and the council's values. The new CCSS will be launched from July 2023. • Updated Procurement Strategy to include a customer care method statement.
Workstream 2	<ul style="list-style-type: none"> • Key online services have been identified and aligned to key events to promote to our customers and encourage uptake of our digital services. A Communications Plan is being developed for roll out. • Work has commenced on automating customer satisfaction surveys, giving customers the opportunity to provide feedback at key points of the customer processes. • A refreshed website and digital review process has been developed to ensure that both contact channels are regular updated. • The online 'Report It' function has been updated and improved following feedback from customers and engagement with members. • A number of new forms have been developed via our customer relationship management system, Firmstep
Workstream 3	<ul style="list-style-type: none"> • The development of digital services identified through the transformation programme in the Community Protection team has been further progressed with a range of additional digital forms due to go live.
Workstream 4	<ul style="list-style-type: none"> • A new corporate induction e-learning module and complaints handling training is being developed to support our staff to deliver great experiences. • A programme of customer focussed training for delivery across the council appropriate to the requirements of staff roles. The training will be incorporated within the council's Values and Behavioural Framework.
Workstream 5	<ul style="list-style-type: none"> • Options for delivering our services through additional delivery channels such as AI, WhatsApp, and voice automated telephony are being explored. Initial exploratory meetings with our suppliers to explore options have been held and will be subject to a business case to take forward the preferred option(s), if any.

Workstream 5 / Digital Isolation	<ul style="list-style-type: none"> Following the launch of the 'Staying Connected' project to address digital isolation in Watford, a proposal to enhance the scheme is being developed. The proposal will also incorporate a scheme for recycling old devices and making these available for residents who do not have access to any devices at minimal cost. The draft proposal is expected in July 2023.
Workstream 5 / new face to face operating model in the Town Hall	<ul style="list-style-type: none"> As the Town Hall Refurbishment project continues, engagement is ongoing to develop a new face to face operating model in time for the Town Hall reopening in Spring 2024. The new area will comprise of a waiting area, public computers and telephone, Healthy Hub, semi-private interview space and a mix of large, medium and small meeting rooms.
Workstream 6	<ul style="list-style-type: none"> Given the focus of this workstream on continuous improvement, improving customer experience reporting, KPIs, developing dashboards and utilising data to inform how our services are designed and delivered, the delivery of this workstream will commence once the new Business Intelligence Strategy is approved, which is on track for approval in June 2023, ensuring alignment between the two pieces of work.

Part A

Report to: *Overview and Scrutiny Committee*

Date of meeting: *21 June 2023*

Report author: *Digital Development Manager*

Report sponsor: *Assistant Director of Customer and Corporate Services*

Portfolio holder: *Cllr Mark Watkin*

Report title: *Report It Review*

Nature of report: *Information and noting*

1.0 Executive Summary

1.1 The Report It improvement project analyses one of our most highly used digital processes and corresponds with the following specific deliverable within the Council's Delivery Plan:

'Make sure we deliver an outstanding customer experience and the high-quality services our community expects'

- 1.2 In line with the council's commitment to continuous improvement, this report summarises the suggestions made by Councillors, staff and customers, the actions taken to date and the resulting improvements.
- 1.3 It identifies any limitations encountered and areas where it is not recommended to progress suggestions. It outlines any existing risks and actions, both completed and outstanding, to mitigate these.

2.0 Recommendations

2.1 Overview and Scrutiny Committee note the update on the improvements to the 'Report It' function.

3.0 Report pathway

- 3.1 Next review body: *Not applicable*
- 3.1.1. Indicative date: *Not applicable*
- 3.1.2 Final review body: *Not applicable*
- 3.1.3 Indicative date: *Not applicable*

4.0 Contact Officer:

For further info contact: Lee Anderson, Digital Development Manager
Email: lee.anderson@watford.gov.uk

Reviewed and signed off by: Liam Hornsby, Associate Director of
Customer and Corporate Services

5.0 Detailed proposal

- 5.1 The 'Report It' process was launched in 2018 as part of the council's Watford 2020 Transformation programme. It was designed to provide an easy-to-use method for residents and communities to report street cleansing and parks issues to the council. The responsibility for responding to these various issues sits within different parts of the organisation and the intention was for back-office functionality and system integration to handle the complexities involved in the internal process and provide customers with a high-quality customer experience.
- 5.2 In line with the council's commitment to continuous improvement, our Digital Improvement team are tasked with regularly reviewing our suite of online processes and forms to ensure that they work as well as possible for customers. The 'Report It' process is one of the most well-used forms with nearly 600 forms submitted on average every month and, as such, it is particularly important that the process continues to work well.
- 5.3 Whilst the Digital Improvement team regularly respond to feedback from customers, a project was initiated last year to focus specifically on the 'Report It' process, proactively collecting feedback from members and customers. Between the project initiation and the first round of workshops held with councillors, 18 recommendations and areas for action were identified. Five additional suggestions were made at the workshops, while further feedback and information relating to several of the identified areas was received from councillors throughout the project.
- 5.4 These 23 suggestions can be broadly grouped as follows:
- Improvements to form text and advice
 - Map enhancements
 - Responses provided to customers
 - Particulars of enquiry types which are usually Hertfordshire County Council (HCC) but sometimes Watford (such as potholes in council owned car parks)

A full list of suggested improvements is enclosed within Appendix A but a summary of the changes made under each of the headlines above is included below:

6.0 Improvements to form text and advice

All actionable, identified improvements have been implemented. There are some instances where the core Firmstep functionality cannot be changed. These are detailed in the appendices.

6.1 Map enhancements

The most prominent and visible changes to the map have been completed in the live environment:

- Map layer upgraded
- The user's current location is now identified
- When a relevant enquiry type is selected, litter bins are now visible

However, there are some limitations with the map layers or underlying data which has resulted in some suggestions not being completed:

- Distance from pin drop to address (identified as per Wandsworth's pin drop information)

Discrepancies between where the pin is dropped and where the nearest property's UPRN (Unique Property Reference Number) is in the underlying data means that the distance is often very wrong, and therefore confusing to the customer. It has therefore been decided not to take this suggestion forward.

It is anticipated that benches will be added to the map at a later date. A mapping exercise has been requested from the contractor as an audit of the data on record showed that it is not accurate.

6.2 Responses provided to customers

There is an ongoing risk of the Firmstep system sending a 'fully resolved' email when the enquiry is not resolved, if the member of staff chooses a code in their source system (Echo for Veolia, Uniform for Environmental Health) which is not mapped to a Firmstep resolution code.

This process works well for almost all enquiries; however a number of problems were reported through the lifespan of the project in relation to trees. A new code was set up in December 2022 for officers to use when they had booked in work for the tree contractor to complete, which was expected to resolve the issue. Veolia outsource some of this work and are unable to provide timescales to the resident.

The digital team have also worked closely with Veolia's new tree officer. Together, the following actions are in progress:

- In cases where no resolution code in the Veolia system is applicable, the tree officer will call the resident to provide an update before actioning in Echo
- A specific document regarding trees is passed to contract managers.
- The digital team and the tree officer will undertake a test of all codes that are currently being used in Echo.

6.3 Enquiry types which are usually HCC, but WBC in some locations

Examples include potholes in sports centre car parks and street lighting in some parks.

It is not recommended that the existing procedure is changed. There is a Report a streetlight or pothole option on the WBC website's Clean Streets menu, which divert users to the HCC website. There is no facility to report these issues with the form. Contract managers have stated that when enquiries are submitted to the wrong organisation, they are forwarded to the correct place quickly without any service disruption. There is functionality within the system for WBC and Veolia to forward incorrectly received enquiry types to each other.

When dealing with very small areas such as a car parks, there are two issues which may prevent the enquiry going to the correct place:

- If the user clicks very slightly to the side of the boundary, they can avoid the form blockers and submit without us wanting them to
- The underlying UPRN or location data is one coordinate rather than the asset's entire surface area. This point is sporadic – for instance it may be the corner of a sports centre car park, and clicking at the other side of the car park may match the pin drop with a closer UPRN, such as the sports centre.

The accuracy on these small areas will be poor and easy for customers to navigate around. To address this issue would take considerable consultancy time and cost. As the number of these enquiries is relatively small, it's believed that it would not represent good value for money.

7.0 Implications

7.1 Financial

7.2 There are no financial implications. The Report It form operates from the council's Customer Relationship Management system which is already funded within existing budgets.

7.3 Legal issues (Monitoring Officer)

7.4 There are no legal implications.

7.5 Risks

Nature of risk	Consequence	Suggested control measure	Response (treat, tolerate, terminate, transfer)	Risk rating (combination of severity and likelihood)
Online forms are not easy to use	Customers are unable to transact with the council digitally	Continuous review and improvement of online forms	Treat	2 x 2 = 4
Ongoing enquiries are marked as resolved due to a failing with the digital process	Customer dissatisfied and receiving a poor customer experience	Provide specific guidance in areas where this happens. Conduct testing with services where necessary	<i>Treat</i>	2 x 3 = 6
Online forms do not work as expected	Customers are unable to transact with the council digitally and receive a poor customer experience	Ongoing checks and clear methodology for reporting issues. Team in place to resolve.	Treat	2 x 4 = 8

7.6 Equalities, Human Rights and Data Protection

7.6.1 Equalities

7.6.2 Having had regard to the council's obligations under s149, it is considered that the original EIA completed when the Customer Relationship Management system was implemented is sufficient to cover the equalities considerations of Report It.

7.7 Data Protection Impact Assessment

7.7.1 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake an additional Data Processing Impact Assessment (DPIA) for this report, beyond that completed when the Customer Relationship Management system was implemented.

7.8 Next steps should recommendations be approved

7.8.1 The council's Digital Improvement Team will complete recommendations suggested in the report. Customers and Members will be encouraged to continue to report any issues to the Digital Improvement Team should any be experienced.

8.0 Appendices

8.1 Appendix 1 – list of proposed improvements

Appendix 1 – List of proposed improvements and associated updates

The following improvements have been fully implemented:

1. Report an issue – the following text has been removed ‘You can use this form to report issues that the Council deals with on the streets or in Watford's parks. First you need to tell us what you want to report, then tell us where the issue is. Depending what the issue is we may ask you for more information about it. If it is an issue that the Council doesn't deal with we will tell you so that you don't spend time filling the rest of the form.’
2. Describe the dumped rubbish you are reporting if it is other electrical item – text has been edited to ‘*What are the items?*’
3. Geolocation (current location) has been enabled.
4. A button question asking whether a park or on the street has been added. The map is revealed upon answering.
5. Informative in ‘Tell us about the issue’ amended to ‘Click on the map to tell us where the problem is. Place the pin as accurately as possible. Move around the map using your mouse, keyboard or finger.’
6. Duplicate second box asking for additional information on dumped rubbish removed.
7. Duplicate stating of file types removed from upload question.
8. Informative around ‘*Do you want to report who dumped the flytip?*’ replaced with just yes / no. If yes selected, more details are provided.
9. Information on wording about the incident has been changed to:
 - Name of person or organisation who dumped the rubbish (if known).
 - Address of the person or organisation (if known).
 - Registration of vehicle involved (if relevant and / or known).
10. Reports of Public / Private land layer not working investigated and no issues found.
11. Map base reviewed and updated, key added.
12. Confirmed that overflowing rubbish should be picked up when the bin is emptied. The issue has been raised at operations meetings.
13. The blue background be removed from the new map layer.

The following improvements have been partly implemented:

14. The map is now as wide as is technically possible within the software, although is still some white space so not quite the entire page.
15. Responses sent to customers have been reviewed with the aim to ensure they provide full information (i.e. Issue reported, location, next steps and timescales)

for next steps). In some cases such as trees, solutions are too bespoke and the contractor may not know when they will be implemented. Messages in the system are accordingly generic. Further testing is to take place alongside new members of staff.

16. Text on the Firmstep login page is core system functionality and cannot be amended. It does allude to the benefits of logging in, but not in a particularly user-friendly way. This has been raised with the software provider.
17. The Digital Team will continue to work with Veolia and the contract manager to ensure that incorrect codes are not used. The risk of a wrong code being used and the 'resolved' email being sent remains, although it is reduced.
18. For journeys we know are not quite correct (such as some street lighting in parks), we are assured that numbers are very small and that Veolia always forward them to HCC straightaway, or vice versa. In the majority of cases, we are directing through web content to HCC.
19. Bins now appear on the map when the relevant enquiry type is selected. A data exercise needs to be completed before benches can be uploaded.
20. Adding street cleansing as a form option was investigated by officers, but it is believed that the category would be too broad and anything that falls within it is already included.

The following improvement suggestions have not been implemented:

21. Large number of personal details questions. These are often useful to the services when provided, but are optional.
22. It would be significant development work to add advice messages within the map after a pin drop. The same message is in text above the map.
23. Unfortunately, it is not possible for a user to log in after or during the filling out of the form. It has to be done initially.



Executive Decision Progress Report

From May 2023

Contact Officer: Jodie Kloss
Senior Democratic Services Officer

Telephone: 01923 278376

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.

Date key decision is due to be taken and by whom	Proposed decision published in the Notice of Executive Decisions	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
5 June 2023 Cabinet	3 May 2023	Business Intelligence Strategy Lead officer: Liam Hornsby	No	Approved by Cabinet 5 June 2023
5 June 2023 Cabinet	23 May 2023	Conservation Areas Management Plan - Actions 2023-26 Lead officer: Sian Finney-MacDonald	No	Approved by Cabinet 5 June 2023
July 2023 Cabinet	3 May 2023	Community Engagement and Participation Strategy Lead officer: Natalie Frost	No	-
10 July 2023 Cabinet	9 June 2023	Collaboration and Commercial Strategy Lead officer: Christella Menson	No	-

Date key decision is due to be taken and by whom	Proposed decision published in the Notice of Executive Decisions	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 July 2023 Cabinet	9 June 2023	Watford's Place Brand and Narrative Lead officer: Kathryn Robson	No	-

**Overview and Scrutiny Committee
2023/2024 draft work programme**

Date	Publishing	Topics	Speakers
21 June	13 June	<ul style="list-style-type: none"> • OSC work programme 2023/24 • Customer Experience Strategy • Report-it update 	<ul style="list-style-type: none"> • Jodie Kloss (Senior Democratic Services Officer) • Liam Hornsby (Associate Director of Corporate and Customer Services), Michelle Carty (CSC Operations) • Lee Anderson (Digital Improvement Manager)
19 July	11 July	<ul style="list-style-type: none"> • Council Plan and performance update (Quarter 4 2022/23) • Establishment of task group - housing 	<ul style="list-style-type: none"> • Liam Hornsby (Associate Director of Corporate and Customer Services), Lee Pound (Executive Head of HR and OD), Claire Dow (Business Intelligence Manager) • Jodie Kloss (Senior Democratic Services Officer)
20 September	12 September	<ul style="list-style-type: none"> • Council Plan and performance update (Quarter 1 2023/24) • Spotlight on service delivery 	<ul style="list-style-type: none"> • Liam Hornsby (Associate Director of Corporate and Customer Services), Lee Pound (Executive Head of HR and OD), Claire Dow (Business Intelligence Manager) • Associate Director / Service delivery leads TBC

		<ul style="list-style-type: none"> Local response to the cost-of-living crisis Establishment of task group 	<ul style="list-style-type: none"> Representatives from Citizens' Advice, W3RT and other partners. Jodie Kloss (Senior Democratic Services Officer)
18 October	10 October	<ul style="list-style-type: none"> SLM contract update 	<ul style="list-style-type: none"> Paul Stacey (Associate Director of Environment), Semeta Bloomfield (Community Commissioning Lead), Julietta Federico (Contract and Relationship Manager)
15 November	7 November	<ul style="list-style-type: none"> Update on hospital development 	<ul style="list-style-type: none"> Representatives from WHHT / other partners
13 December	5 December	<ul style="list-style-type: none"> Council Plan and performance update (Quarter 2 2023/24) Spotlight on service delivery 	<ul style="list-style-type: none"> Liam Hornsby (Associate Director of Customer and Corporate Services), Lee Pound (Executive Head of HR and OD), Claire Dow (Business Intelligence Manager) Associate Director / Service delivery leads TBC
31 January	23 January	<ul style="list-style-type: none"> Update on recommendations of Sustainability Strategy Task Group Performance of the high street 	<ul style="list-style-type: none"> Alan Gough (Director of Partnerships), Susheel Rao (Sustainability Officer) Economic development officers, representatives of the BID and Atria

21 February	13 February	<ul style="list-style-type: none"> Community Safety Partnership 	<ul style="list-style-type: none"> Liam Fitzgerald (Community Safety Manager) and CSP partners
13 March	7 March	<ul style="list-style-type: none"> Council Plan and performance update (Quarter 3 2023/24) Spotlight on service delivery 	<ul style="list-style-type: none"> Liam Hornsby (Associate Director of Customer and Corporate Services), Lee Pound (Executive Head of HR and OD), Claire Dow (Business Intelligence Manager) Associate Director and Service Delivery Leads (TBC)

Other items for longer-term planning:

- Briefing on the Parking Service and contract
- Recruitment and retention at WBC
- Update on the BID
- Veolia contract update
- Visit Herts
- Shared services (St Albans/ Three Rivers)
- Voluntary Sector Commissioning Framework (End of Year Report – 2022-2023)
- Follow-up on previous task groups:
 - Sustainable Transport Strategy
 - Electric vehicles
 - BAME task group
 - W3RT task group
- Neighbourhood Locality Fund process review (2024/25)
- Review of CCTV service (2024/25)
- Affinity Water