



# OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 24th November, 2011**

**7.00 pm**

**Town Hall, Watford**

Publication date: 16 November 2011

## **CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Sandra Hancock in Legal and Property Services on 01923 278377 or by email to [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk) (Minicom available on 01923 278499).

Welcome to this meeting. We hope you find these notes useful.

## **ACCESS**

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# COMMITTEE MEMBERSHIP

Councillor M Watkin (Chair)

Councillor S Rackett (Vice-Chair)

Councillors N Bell, S Greenslade, K Hastrick, P Jeffree, S Johnson, R Martins and K McLeod

## AGENDA

### PART A - OPEN TO THE PUBLIC

**1. APOLOGIES FOR ABSENCE/COMMITTEE MEMBERSHIP**

**2. DISCLOSURE OF INTERESTS (IF ANY)**

**3. MINUTES** (Pages 1 - 8)

The minutes of the meeting held on 21 September 2011 to be submitted and signed.

**4. FUTURE COUNCIL** (Pages 9 - 26)

Report of the Managing Director

**5. CALL-IN**

To consider any Executive decisions which have been called in by the requisite number of Members.

**6. OUTSTANDING ACTIONS** (Pages 27 - 34)

The document sets out the update on the outstanding actions which arose at previous meetings.

**7. UPDATE ON THE COUNCIL'S KEY PERFORMANCE INDICATORS AND MEASURES - SECOND QUARTER 2011/12** (Pages 35 - 56)

Report of the Partnerships and Performance Section Head

This report presents an update on the council's key performance indicators (KPIs) as at the end of quarter 2 (September 2011) as well as other performance measures identified and agreed by Committee for scrutiny during 2011/12.

**8. COMMUNITY SAFETY PARTNERSHIP TASK GROUP UPDATE**

The Committee and Scrutiny Officer will provide a verbal update on the progress of the Community Safety partnership Task Group.

**9. HOSPITAL PARKING CHARGES TASK GROUP UPDATE**

The Committee and Scrutiny Officer will provide a verbal update on the progress of the Hospital Parking Charges Task Group.

**10. FORWARD PLAN** (Pages 57 - 62)

Report of the Head of Legal and Property Services

This report sets out the changes to the latest Forward Plan when compared to the edition presented at the last meeting.

**11. PREVIOUS REVIEW UPDATE: PUBLIC PRIDE** (Pages 63 - 70)

Report of the Head of Legal and Property Services

This report provides an update on two outstanding Public Pride Review recommendations, as requested by Policy Development Scrutiny Committee at its meeting held on 18 January 2011.

**12. WORK PROGRAMME AND TASK GROUPS** (Pages 71 - 90)

Report of the Head of Legal and Property Services

This report provides an update on the current work programme for 2011/12. It also includes new scrutiny suggestions for Task Groups.

**13. DATES OF NEXT MEETINGS**

- Thursday 22 December 2011 (For call-in only)
- Thursday 2 February 2012
- Wednesday 7 March 2012

## OVERVIEW AND SCRUTINY COMMITTEE

**21 September 2011**

Present: Councillor Watkin (Chair)  
Councillor Rackett (Vice-Chair), (for minute numbers 23 to 27 and 31)  
Councillors Bell, Hastrick, Jeffree and Johnson

Also present: Councillor Wylie, Portfolio Holder for Finance and Shared Services

Officer: Partnerships and Performance Section Head  
Committee and Scrutiny Officer

### 23. **APOLOGIES FOR ABSENCE/COMMITTEE MEMBERSHIP**

Apologies for absence were received from Councillors Greenslade, Martins and McLeod.

### 24. **DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

### 25. **MINUTES**

The minutes of the meeting held on 26 July 2011 were submitted and signed.

### 26. **OUTSTANDING ACTIONS**

The Scrutiny Committee received an update incorporating the outstanding actions and questions raised at previous meetings. Responses were included within the document or circulated at the meeting.

#### PI11 – Watford Leisure Centre Central

The Committee and Scrutiny Officer informed the Scrutiny Committee that the Community Services Section Head and the Portfolio Holder had met the petitioner to discuss the problems highlighted at the Council meeting on 20 July 2011. The following actions had been taken –

- A Key Worker had been attached to the swimming session, Sean Mitchell the General Manager
- Swimming lessons had finished and all facilities were now available to the swimmers
- Numbers in pool – SLM had reported that bathing loads (100) had not been exceeded. On two occasions there had been 75 people present. The average attendance was 45.
- Congestion at the till had been eased by the introduction of a faster booking in procedure.
- Staff vigilance had been stepped up regarding men in the changing area during the women-only session.
- Four lifeguards would be undertaking equalities training.

The Chair was pleased that the petitioner's comments had been taken seriously. The Vice-Chair asked that all Councillors were informed of the response.

ACTION: Committee and Scrutiny Officer

#### PI12 – Funding bids approval by the Homes and Communities Agency

The Scrutiny Committee noted the Housing Section Head's response set out in the update. The Chair asked for a further update at the November meeting.

ACTION: Committee and Scrutiny Officer / Housing Section Head

#### VS2 – Mayor's Community Fund

The Vice-Chair advised that his local community had identified a problem with the procedures for the Mayor's Community Fund. He said that he would inform Members of the outcome.

ACTION: Vice Chair at the next meeting.

#### AHR5 – Procedures for monitoring private sector housing

The Committee and Scrutiny Officer circulated the responses to the questions submitted following the previous meeting and attached as Appendix A to these minutes.

#### FP1 – Section 106 Funding

The Committee and Scrutiny Officer provided the Scrutiny Committee with a copy of the Capital Programme 2010/11-2014/15 which included details of the Section 106 funded schemes and the funding availability for new schemes. She informed Members that a report regarding the use of Section 106 monies was to be considered by Cabinet at its meeting on Monday 26 September. A copy of the report would be circulated to the Scrutiny Committee.

ACTION: Committee and Scrutiny Officer

The Chair noted the available balance set out in the Capital Programme.

The Portfolio Holder informed the Scrutiny Committee that approximately 18 months ago officers had checked the due dates on the outstanding monies. It had been noted that the Council would not have to hand any of the monies back to developers. Some of the funding had been earmarked for projects, for example stations on the Croxley Rail Link route. He suggested that at the current spending rate the amount would be depleted in two years. The Council needed to review which schemes it wanted to fund. The Cabinet report was part of the budget process.

The Chair noted that it was within the Executive's remit where the capital funding was spent. He asked what consultation had taken place.

The Portfolio Holder responded that there were two factors which influenced where the Section 106 monies were spent. The first was if it had been specified within the original agreement. The second was to work within the corporate priorities relating to play and open space. The outcome of the play review had influenced suggested schemes. He encouraged Members to contact officers if they wished to put forward a scheme for funding from the Section 106 monies.

A Member said that it was important that Councillors could see what was being spent. He noted that the Asset management Group had put forward schemes which Cabinet would then consider.

The Vice-Chair suggested that an additional column needed to be included which set out the date the funding expired.

The Portfolio Holder referred to the Section 106 report presented to Hertfordshire Highways Watford Joint Member Panel. This format included the amount still available for individual schemes. He suggested the Scrutiny Committee could request this information.

**ACTION :** Committee and Scrutiny Officer

#### PSL1 – Property Policy Review Scope

The Chair informed the Scrutiny Committee that he had contacted the Managing Director advising the Overview and Scrutiny Committee would like to look at a specific element of the current Property Review, namely the voluntary sector leases. Members wanted to ensure the policy was sensibly applied. The original suggestion put forward at a previous meeting would be put on hold whilst the Property Services' review was being carried out. He had advised the Managing Director that the Scrutiny Committee was keen to be involved in the review. The Committee and Scrutiny Officer would seek an update from the Managing Director on this offer.

**ACTION:** Committee and Scrutiny Officer

## 27. **2011/12 QUARTER 1 PERFORMANCE REPORT**

The Scrutiny Committee received a report of the Partnerships and Performance Section Head setting out the first quarter update on the Council's key performance indicators and other performance measures.

#### Environmental Services

The Partnerships and Performance Section Head informed Members that she had incorporated as many of the requests from the previous meeting as she could. There was still some outstanding data from Revenues and Benefits. She referred Members to indicator ES9, dry recyclables, which was down in trend since last year. She explained that this was in part due to fewer people buying newspapers and glass was lighter than in the past. The overall recycling indicator, ES3, was helped by the increase in green waste.

The Partnerships and Performance Section Head informed the Scrutiny Committee that measurement of the street and environmental cleanliness was a complex indicator that required officers to survey given areas of the Borough and assess them to an agreed and consistent standard.

A copy of the criteria used to assess street cleanliness was circulated. It provided photographs of the different levels of cleanliness used for assessment.

The Vice-Chair noted the wards which had been used for the performance measures and advised that Callowland had a great deal of problems with flyposting.

The Partnerships and Performance Section Head informed the Scrutiny Committee that a Town Enforcement Officer had been appointed on a year's contract, which started in August. Through the year the impact would be assessed. Initially the officer would concentrate his work in the Town Centre and parks. Once these areas had improved it was intended to extend the service to other parts of the Borough. The officer issued fixed penalty notices. There was a zero tolerance approach with regard to litter, unless there were specific circumstances, such as vulnerable adults or minors. If a fine were not paid the Council would consider prosecution, but this was only used as a last resort and following a number of reminders being issued.

The Chair commented that one of the main causes of litter was fast food packaging. The various fast food premises collected the litter during mid to late evening. Some of these premises were open until 3.00 a.m. Residents should be encouraged to collect evidence to challenge these premises.

The Scrutiny Committee agreed to review the progress of this post and the work which had been achieved in six months time.

ACTION: Committee and Scrutiny Officer

### Community Services

#### CS9 – New cases on Rent Deposit Scheme

The Partnerships and Performance Section Head advised the Scrutiny Committee that officers were struggling to get private landlords involved with the Rent Deposit Scheme.

The Portfolio Holder added that people unable to purchase the smaller properties on the market went into the rental sector. This had an impact on the properties which might be available through the scheme.

#### CS10 – Households in bed and breakfast accommodation

The Partnerships and Performance Section Head referred Members to this indicator and advised that bed and breakfast was an expensive accommodation solution.



## CS12 – CS15 Leisure Centre usage

The Partnerships and Performance Section Head informed the Scrutiny Committee that she had been unable to obtain information about total usage of the centres, for example the climbing wall and sports fields.

The Chair noted the significant decrease in the swims recorded at both sites. This suggested a significant drop in revenue.

The Scrutiny Committee asked that the latest performance statistics were circulated as soon as they were available.

**ACTION:** Committee and Scrutiny Officer and Partnerships and Performance Section Head

## Human Resources

### HR1 – Sickness absence

The Portfolio Holder stated that the performance measure had gradually been decreasing over time. He said it would be difficult to try to match Three Rivers' level. He explained that the customer facing services at Three Rivers was less pressured than at Watford. Those services which were part of Shared Services had realised that Watford was a different place to do business in comparison to Three Rivers. In Watford an external provider was used to record sickness. Officers had to explain to the advisor the reason for being off sick. This separated Managers from having to take the initial calls. He added that the statistic was closer to the Three Rivers performance measure.

### Revenues and Benefits

The Portfolio Holder provided the Scrutiny Committee with a number of more recent statistics. He advised that at the end of August there were 277 new claims outstanding. 144 were waiting for further information from the client and 133 were being processed. The majority of these cases had been submitted within two months. 120 were under one month old; 123 were between one and two months old and 34 were over two months. He explained that in one particular case it had been necessary to make 42 separate adjustments to the claim. The overall outstanding figure was down from 480 as at 2 May. With regard to outstanding Three Rivers cases, at the end of August there were 125 outstanding and in May the figure had been 267.

The Portfolio Holder informed the Scrutiny Committee of the staffing structure within the Benefits Team. Currently this was being augmented by the staff from SERCO. The output from SERCO had not been at the level originally promised and the Head of Revenues and Benefits had asked them to improve this level.

The Portfolio Holder stated that the Three Rivers and Watford Shared Services Joint Committee was monitoring the service's performance. The Joint Committee had made it clear that the backlog should be cleared by the end of December. In addition to outsourcing to SERCO, officers had been offered overtime. The office accepted no calls on Wednesdays, which it was hoped

would be stopped in December. This stopped the service being continually asked about the progress of a claim. The Customer Service Centres took messages and Benefits officers contacted the caller the following day. It was proposed to train the Customer Service Centres to be able to accept certain information at Watford and Three Rivers. They would accept changes in circumstances, for example details of change of name.

Finally the Portfolio Holder informed the Scrutiny Committee that at the end of August the average time taken to process benefit claims was 40 days. It was hoped the staff would reach the target by the end of quarter three.

A Member thanked the Portfolio Holder for the information. He asked whether the service would continue to use SERCO. He also enquired why there was only one visiting officer.

The Portfolio Holder responded that there was one designated visiting officer. With regard to SERCO he explained that the workload was increasing. The company had been contracted to carry out the work at a fixed price. It was easier to employ SERCO than agency staff.

The Vice-Chair said that the information had been very helpful. He asked whether it would be possible for Members to have the monthly figures made available to them.

The Portfolio Holder informed Members that the information was available on the Shared Services Intranet. All performance data for Shared Services were available.

The Vice-Chair asked about the capacity of the Customer Service Centre to be able to undertake some of the benefit workload.

The Vice-Chair explained that customers initially made contact with Customer Service staff. The Head of Revenues and Benefits had discussed the proposal with the relevant managers.

The Chair asked whether the Portfolio Holder considered the targets to be realistic.

The Portfolio Holder replied that with a normal workload the target should be achievable. Currently the workload was not normal. He informed Members that there were fast track procedures for those people who were in desperate need.

## ICT

The Portfolio Holder informed the Scrutiny Committee that work was progressing towards partially outsourcing the service. A report would be presented to Shared Services and the consultant would be producing a range of options.

A Member referred to his Council laptop and said that if he wanted to carry out any updates on software he had to bring the machine into the ICT admin who then typed a password before it could be actioned.

The Portfolio Holder agreed that the ICT systems needed to move into the 21<sup>st</sup> century. He said that he found remote working more reliable.

The Chair thanked the officer for her report.

RESOLVED –

that the Scrutiny Committee's comments be noted.

28. **COMMUNITY SAFETY PARTNERSHIP TASK GROUP**

The Committee and Scrutiny Officer informed the Scrutiny Committee that the first Task Group meeting had been arranged for Monday 17 October 2011. The Chair of the Community Safety Partnership, Cate Hall Executive Director Services would be attending. The Community Safety Manager would also be inviting other members of the partnership. The meeting would begin with an introduction to the partnership and all Councillors would be invited to attend.

29. **HOSPITAL PARKING CHARGES TASK GROUP**

The Committee and Scrutiny Officer informed the Scrutiny Committee that the Task Group's first meeting had been held on Wednesday 31 August 2011. Councillor Karen Collett was elected Chair of the Task Group. Members discussed the background information they had been given. They then considered the next stage of the review. It was agreed that a representative from the Hospital Trust would be invited to the meeting to respond to questions. Members agreed a number of questions they wished to have answered regarding the parking arrangements at the hospital. These questions were then forwarded in advance of the second meeting to allow the representative time to gather the information required. Members decided that a further meeting would be arranged to meet users of the Hospital's car parks. The next meeting would take place on Wednesday 5 October 2011.

30. **FORWARD PLAN**

The Scrutiny Committee received a report of the Head of Legal and Property Services including the latest edition of the Forward Plan and changes since the edition published in July. The September edition was circulated at the meeting.

RESOLVED –

that the additions and amendments to the Forward Plan be noted.

31. **WORK PROGRAMME AND TASK GROUPS**

The Scrutiny Committee received a report of the Head of Legal and Property Services including the updated work programme. The Committee and Scrutiny Officer circulated further supporting information. This included details of all previous scrutiny reviews and a new scrutiny proposal from Councillor Derek Scudder.

The Chair informed the Scrutiny Committee that there were two new scrutiny suggestions to be considered. The first was the proposal from Councillor Scudder, which asked for a review of the recycling scheme and comparisons with other authorities to see if it would be possible to increase Watford's recycling rate. The second suggestion was from the Managing Director about the future delivery of council services and the options available.

Members discussed the proposals and agreed that they needed further information on each subject. They asked for recycling statistics for the local authorities included in the 'CIPFA family authorities' and the national average for overall residential waste. Once this information had been supplied the Scrutiny Committee would consider whether to undertake this review and set up a new Task Group.

The Chair suggested that the Managing Director could be invited to the next meeting to discuss his suggestion. The proposal would be acknowledged and that further clarification was required before a final decision was made. The Chair felt that this was a huge topic.

The Committee and Scrutiny Officer referred the Scrutiny Committee to the list of previous reviews. This highlighted when the reports had been completed and whether were still outstanding recommendations to be reviewed.

The Chair asked all Members of the Scrutiny Committee to review the list and inform the Committee and Scrutiny Officer of any topic it was felt was important and where recommendations needed to be reconsidered.

**ACTION:** Committee and Scrutiny Officer and Overview and Scrutiny Committee

## 32. **DATES OF NEXT MEETINGS**

- Wednesday 12 October 2011 (For call-in only)
- Thursday 24 November 2011
- Thursday 22 December 2011 (For call-in only)

Chair  
Overview and Scrutiny Committee

The meeting started at 7.00 p.m.  
and finished at 8.45 p.m.

5/10/11

## Report to Overview & Scrutiny

### Future Council – Roadmap

#### 1.0 Background

I reported to Cabinet on 6 June 2011 the Corporate Plan for 2011-14 and within it the Future Council Roadmap.

The roadmap (**Appendix 1**) references the Council's Medium Term Financial Strategy (see the bottom row of the diagram). This identified the savings already agreed through service prioritisation (around £3 million over the next two years) and the remaining savings that need to be found by 2015 (a further £2 million).

To achieve the further savings requirement of £2M, a more radical approach is needed and the Future Council Strategy proposes four key transformers:

- Service redesign: integrating services to produce efficiencies and improve customer service; revising service specifications; changing operational delivery arrangements;
- Channel shift: moving services on line (particularly transactional activities such as paying for a service, requesting a service or notifying the Council about a service requirement or about information) and via telephony and self-serve. We need to ensure that outcomes are co-designed with our customers and leads to improved customer experience. The recent analysis we have undertaken about customer preferences shows that a large proportion of survey respondents had used the website to find information (91%) but far fewer had used it 'to report' (22%), 'to pay' (14%) or 'to apply for services' (13%).
- Market testing: consideration of our largest services for outsourcing – testing the market in respect of value for money, competitiveness and quality; using market analysis to benchmark against our existing costs and enabling the policy choice to be made about in-house (redesigned) or externalised services. A policy statement on the key issues identified by Portfolioholders is attached at **Appendix 2**.
- Reviewing corporate and shared services costs and functions to align them to the departmental changes that emerge from any front line service changes. The all staff briefings, Roadmap Bulletins 1 & 2 of are a useful summary of the service areas under review (**Appendix 3**).

#### 2.0 Role of Overview and Scrutiny Committee

The Future Council roadmap envisaged Overview & Scrutiny Committee playing a role at this point of the process to:

- (1) Review the Policy Statement and add any questions or issues it wishes to see addressed;
- (2) Help assess the cultural change issues the Council will have to consider if it adopts an outsourcing option for a wide range of services. This would involve understanding:
  - The governance issues for members;
  - How to intervene when members want change (a service delivery problem in a ward for example);
  - How to ensure services remain accountable to members;
  - How to learn from the experience of other authorities;
  - How to learn from the experience of successful changed delivery of service through the Housing Trust and SLM;
  - How to influence externalised services through the existing channels of Full Council, Cabinet and Portfolio Holders;
  - How to secure outcome based specifications rather than input based ones.

The views of Overview & Scrutiny Committee would be timely for the design work around an externalised service, if this option is adopted, which we would undertake in March/April 2012.

### Recommendations

The Committee is asked to consider the scrutiny brief set out above.

# Future Council : Towards a Road Map – Revised May 2011

FY 2010/11	May	June	July	October	November	Dec	Feb	April	FY 2012/13	April	FY 2013/14
<b>PH/LT workshop 8 March</b> ↓ • localism • Planning • Housing • Revs + Bens reform	<b>Managing Director briefing to opposition leaders 9 June</b>	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>Engage with Major Project Board &amp; Scrutiny Committee</b>	<b>Engage with Major Project Board &amp; Scrutiny Committee</b>	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council	<b>PH/LT Awayday</b> ↓ • OBC • Service Options • Outcome of service reviews • Governance • Stakeholder roles • Organisational development • Rules of Engagement • Future Council
<b>PH/CMB awayday end of March</b> ↓ • Future Council • Strategic options • Corporate Plan	<b>TRDC/WBC Dialogue 11 May</b>	<b>Leadership Team Awayday 13 May</b> ↓ • Service performance • Service options • Shared services to 2014 Develop options appraisal leading to Outline Business Cases (OBCs)	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Awayday 14 June</b> ↓ • LT 'functions' • LT 'form' • LT development needs	<b>Staff Briefings June</b>	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18
<b>Leadership Team</b> ↓ • Sign off Corporate Values	<b>Leadership Team Awayday 13 May</b> ↓ • Service performance • Service options • Shared services to 2014 Develop options appraisal leading to Outline Business Cases (OBCs)	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Staff Briefings June</b>	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18	<b>Leadership Team Workshop 24 June</b> ↓ • Property Plan 2011-2014 • Property Plan 2014-18
<b>MTFS March 2011 - £1.8 m ✓</b>	<b>MTFS LT Planning for year 2</b>	<b>MTFS LT Planning for year 2</b>	<b>MTFS LT Planning for year 2</b>	<b>MTFS</b>	<b>MTFS</b>	<b>MTFS</b>	<b>MTFS</b>	<b>MTFS</b>	<b>MTFS</b>	<b>MTFS</b>	<b>MTFS</b>
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**Key**

- OBC = outline business case
- MTFS = Medium Term Financial Strategy

**Notes**

- ✓ in MTFS boxes = approved existing service prioritisation proposals (£3million – leaving circa £2million)

**MTFS**

- April 2012 : - £942k ✓
- April 2013 : - £228k ✓
- April 2014 : - £329k
- April 2015 : - £669k

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## Appendix 2

### Policy Statement: Future Council

#### Realising the Council's Strategic Options

This is a short paper setting out the policy context that will inform the changes the Council faces over the next few years.

The Council recognises these are unprecedented times:

- The national debt is at an unsustainable level with public sector net borrowing of £149 billion last year. As a share of the economy, the government is seeking to reduce borrowing from 10.1 per cent of GDP this year to 1.1 per cent in 2015-16.
- This is an ambitious target to reduce the debt substantially in the lifetime of this Parliament and the public sector will carry a significant proportion of this reduction.
- However the demand for support from the most disadvantaged is growing as is evident from rising numbers of homelessness that the Council is having to support and the increases in benefit claims.
- As a result of the economic climate, consumer and business confidence is fragile and hence Council income that is dependent on a buoyant economy – such as rental income or investment income is reducing;
- Formula Grant for Watford for 2011/2012 has been notified as £6.009m compared to £8.072m in 2010/2011 (26% reduction). For the following year 2012/2013, a further loss of grant of £791k will occur and the total grant loss for the two years (excluding concessionary fares adjustment) represents a 27.73% cut. The original Government Comprehensive Spending Review indicated further reductions in grant in the two years 2013/ 2015 of 2.5% and 7.2% respectively. No announcement has been made about these two years but it can only be assumed that Watford will suffer further grant reductions in succeeding years. We could therefore be faced with a total grant reduction of circa 37% over the four year period.
- This level of grant loss is far more severe than might have been anticipated and increases the current efficiency target from £3.8m to circa £5m.
- Service users and residents are rightly more demanding seeking greater value for money, improved services and more say in how services are delivered.
- The government expects Councils to respond to this agenda fully, as reflected in the Localism Bill which paves the way for community assets, neighbourhood plans, community right to

challenge and we will soon see legislation encouraging open procurement of all Council services as well as delivery through 'Big Society' channels.

Once the deficit is tackled, the economy is forecast to grow by 2.7-2.9% over the next 3 years and Watford is in a strong position commercially to benefit from increasing consumer spend, rental income growth and business growth.

The Council's task is to fully anticipate and prepare for this challenge. WBC has a history of innovation already driven by the desire for the highest quality of service and the best return on investment. That is why the housing stock transfer has successfully taken place; we have an excellent Leisure provider achieving high levels of recognition and customer satisfaction, an expert theatre operator running the Colosseum and our Community centres transferring to the Third Sector. Our 4 shared services with TRDC are delivering £1.6m savings annually and in our Service Prioritisation process in 2010/11 we have identified £2.9m of savings for delivery by 2013.

However more has to be done and the next phase will require even greater creative approaches to service redesign and service transformation.

We are embarking on this change management programme with a clear vision to ensure service improvement is the outcome.

### **What kind of Council do we want to be?**

The Council's vision and values are now clearly set out. The Mayor's manifesto has been the basis of establishing the corporate priorities of:

- Improving the health of the town and enhance its heritage
- Enhancing the town's 'clean and green' environment
- Enhancing the town's sustainability
- Enhancing the town's economic prosperity and potential
- Supporting individuals and the community
- Securing an efficient, effective, value for money council
- Influence and partnership delivery

The question now is how should WBC take forward its service development, service redesign and service improvement given the above context.

The challenge is to secure better outcomes with greater value for money and sustainability. Members do not have a predetermined view about delivering through in house or externalised services. A mix of direct delivery and commissioning is appropriate.

Members are clear that they want to provide universal services - they do not want a two tier service based on ability to pay. If services are to be externalised to produce further savings, key questions will need to be addressed:

- Will a private provider constrain the flexibility the Council needs to respond to urgent or localised issues?
- What level of contract monitoring will be required and at what cost?

- How do we get the contract right so that it enables the service quality outcomes we seek at the right price?
- WBC will not always have the critical mass to make major savings on its own. If we join together to contract with other authorities how do we ensure we still have sufficient influence and control? How to ensure specifications are outcome orientated?
- How to ensure we contract with organisations who share our values and culture?
- How to avoid a lack of cohesiveness in a multiplicity of shared services, in house and externalised services across several authorities/types of provider.
- How to maintain a Watford Council brand notwithstanding more externalised services.

Members recognise the need for continuing capital investment to realise the ambitions for the town and they wish to see a property strategy that maximises return on investment, releases surplus assets for disposal, maintains the retained asset base effectively and allows for prudential borrowing in accordance with approved plans.

### **TRDC – Extending the Partnership**

The four shared Services has been a bold and largely successful move, saving both Council's £1.6m pa. The government is clear that shared services is the way forward for local authorities to reduce back office costs. Whilst there has been challenges and learning from the relationship with TRDC, extending the partnership is a sensible option. However key issues around governance, top management structure and culture between the two organisations need to be addressed in tandem with any further shared services.

### **A dialogue with stakeholders**

Engaging with residents and stakeholders will be important to help define this future. We will need to understand much better what residents want and the views of our service users. Perceptions of our current services – what residents think will be key. We need a detailed knowledge of our services, user preferences and clarity on expected quality and preferred mode of delivery. We don't have this detail on all services as yet and need to reach this point quickly.

We need to phase consultation (ie avoiding a 'big bang') and cover the quality of service, what users are prepared to pay for and how it is to be delivered. Consultation should focus on what is delivered not who delivers. To this end we will introduce a series of "Big Topics" for consultation over the next 2 years combined with specific service consultation with users and work in depth with small groups of residents/users through a series of Citizen's Juries.

### **The Council's Future**

By 2015, the Council will be different – it will have a greater mix of service providers, a wider range of shared services and better aligned structures politically and managerially. It will be delivering universal services at a lower

cost but at the same or better quality which is more in tune with service user and resident wishes. The key will be to ensure the journey to this position is one that has full engagement with staff, partners, stakeholders & residents.

PH Policy statement  
April 2011

## **Future Council: Roadmap Bulletin 1**

This is the first of a series of bulletins to keep you informed about the programme of work we will be doing together over the next 12 months that will lead us towards the future shape and role of the council.

This initial bulletin will follow the approach we set out in our Managing Change Framework "[Step Change](#)" and in our [change pledge](#)

### **Why do we need further change?**

There are three key drivers.

1. The government is significantly reforming local government in terms of:

- The Localism Bill
- Planning policy
- Housing supply
- Housing & Council tax benefits
- Opening up competition for public services
- Local government finance

We need to plan for the impact of these imminent changes, which requires council services to be even more adaptable, responsive and cost efficient.

2. We have to make significant savings over the next few years - £5 million overall by 2014/15. This is because of government grant reductions and financial pressures on the council. Although we have already identified, and are on our way to achieving, over half of this amount through service prioritisation, we do need to find ways to save around an additional £2 million. We are currently using our reserves to ease the timing of the reductions necessary but relying on these will not solve the problem as the reserves will eventually run out.

3. We know that our ICT service needs to improve dramatically both to help us with our work now and to support our future plans. Ensuring our ICT service is fully functional and responsive to the needs of the rest of the organisation is a top priority and an essential building block to delivering all the other changes we have planned.

Leadership Team will oversee the change programme to ensure the planning, communication and implementation is carried out effectively.

### **What is the Future Council Roadmap about?**

We want to create a bold, fair, inclusive new council that acts with integrity, responds to our customers and service users well, providing improved, joined up, locally delivered services at a reduced overall cost. This means that our services will need to be re-designed.

Cabinet at its meeting of 6 June 2011 approved the Future Council Roadmap as part of the Corporate Plan. Its key features are:

- reviewing the role of Leadership Team and prepare the ground for the senior management changes in 2012/13 (particularly how the Team will work without the current Executive Director roles);
- discussions with Portfolio Holders and Group Leaders to examine the options around the type of council we want to be as these changes emerge;

- engagement with Extended Leadership Team (ELT), Managers Forum and all staff through all staff briefings on the issues, solutions and choices; [see here](#) for a policy paper describing the context and council ambitions;
- the preparation of 'outline business cases' for October/November 2011 setting out an evaluation of service redesign options to deliver the savings – see further below;
- changes to the council's shape and role would then be implemented between April 2012 and 31 March 2014.

### **Redesigning Council Services – what does this involve?**

Leadership Team's view is that a further round of service prioritisation based on the existing structures is not sustainable given the difficulties in identifying the £3million level of savings to date and the scale of the forthcoming challenge to come. A more radical approach is needed to achieve a further £2million saving.

As referred to above, Leadership Team has just commissioned the following work to assess service delivery options:

- (1) Following an external review of the **ICT infrastructure and service**, the Head of ICT (Avni Patel) is carrying out an options appraisal for the future delivery of the IT service. This options appraisal will cover the scope for:
  - a public sector partnership such as a third authority to deliver the service;
  - a multi-sourcing model – mix of outsourcing of some services and appropriate services delivered in house;
  - full private sector outsourcing with a client contractor management function in house

This options appraisal started in August and the target date for completion and where required, handover to a new provider is October 2012. All of this is subject to the viability and cost of the alternatives and formal staff consultation that will take place in due course.

In the interim the key infrastructure improvements to stabilise the performance of the system are being implemented as quickly as possible through the replacement of the Storage Area Network (SAN) and thin client servers.

- (2) **Customer Insight Project** – to gauge what our customers and service users want so that it informs how we shape service redesign. Objectives are firstly to understand better what our customers have been saying through the various survey instruments, Mosaic, Lagan, Govmetric etc and from service reviews, consultation exercises etc.

Secondly to use this to redesign services in a way that responds to these requirements which we think, currently, will point towards increasing 'self-serve' and resolving as much of the customer issues as possible at the first point of contact. It will link in with the existing work of the Corporate Process Improvement Programme.

Kathryn Robson is leading on this work and it aims to be complete by the end of September.

- (3) **Future shape of the council**

We intend to look at the way we deliver all our services. The outcome of the Roadmap is likely to be a smaller council overall, which will, inevitably, impact across all service areas – for example, those services that support our larger, frontline services would need to re-size in response to any changes to these services and the impact of joining services up better could also involve a wide range of services.

In the next phase, work has been commissioned to develop service delivery options for:

- Buildings and Projects
- Grounds maintenance
- Property
- Street cleansing
- Waste & recycling

These are the areas where there is a developed market and potentially different forms of service delivery could generate savings. The options could include:

- 1) In-house delivery based on new requirements
- 2) a mix of in-house and externalised
- 3) a completely externalised service

These teams will have received a full briefing. Staff will be involved in the working groups developing the options and consultation with Unison will begin on 14 September 2011. Our change pledge commits to providing adequate resources to help us manage change well and we are, where necessary, procuring external support to help with the workloads and provide expertise.

Our four non-shared heads of service, led by Executive Director, Cate Hall, will pull this work together for initial discussions with elected members in October 2011 and further discussions in January through to March 2012. The options for joining up remaining services together will also, where appropriate, be considered as part of this work.

#### (4) **Property Review**

As a council, we are fortunate to own a considerable amount of property and open space across the borough. This brings in significant income each year and so is an important part of planning our future finances.

A review of our property assets is underway to confirm which sites we wish to continue to hold for investment and operational purposes and which we could dispose of in the medium term (2014-2018).

This will identify opportunities for growth, redevelopment, transfer of assets to the third sector (which includes voluntary and community organisations) or alternative providers and to generate capital for future capital programmes.

Carol Chen (Head of Legal and Property) is leading this work and Leadership Team has agreed:

- (a) a review of operational depots (led by Head of Environmental Services - Alan Gough - with team members from Community Services, Property, Planning, Buildings & Projects and Finance)
- (b) a review of council owned garages and car parks (led by Carol Chen with team members from Property, Planning and Finance)
- (c) a site allocations assessment to review our hostel provision for homeless families (led by Head of Community Services - Lesley Palumbo - with team members from Planning, Property, Building & Projects and Finance)
- (d) a review of third sector properties and landlord/tenant obligations (lead to be determined).

All the above (a) – (d) will feed initially into a discussion with elected members in October/November for a policy steer.

We are also seeking to strengthen the Legal Team with an additional Property Solicitor to support this work and other big schemes such as Charter Place. This will save us money by reducing the cost of external fees.

Although these areas of work have been identified as part of the Roadmap programme, there is a great deal of other work being done across the organisation to help us achieve both our savings goal and our vision for the Future Council. Whilst the above highlights some of the more substantial areas of work we need to progress, we will still be keeping an eye on delivering day to day improvements to our services areas to help secure additional savings and better value for money services.

### **Shared Services**

I know a number of you have been asking about the future of shared services in terms of whether there will be a move to do more shared working, particularly with Three Rivers District Council. At this stage, we are not looking to add significantly to our current shared services model whilst we are still embedding the existing four. The Three Rivers DC and Watford BC management teams are meeting together every two months to improve joint working and planning but at this stage, members in both authorities are in agreement that a shared Chief Executive / Managing Director and heads of service arrangement is not something to be pursued currently.

This is not to say that we won't consider further shared services or what is known as a 'lead authority' model (one authority providing a service on behalf of others) as and when appropriate (for example for Legal Services) but at this stage there is nothing more definite on the horizon.

### **How can you get involved and influence?**

I know this has been a lengthy first bulletin and that there is a lot of information in it that you and your teams will need to take in but I feel it is better to communicate what is happening as fully as possible. This bulletin will be supported by departmental briefings so that staff can discuss, raise questions, make proposals and feedback.

A special section on the intranet – [Roadmap – Future Council](#) is being developed – post your questions and you'll receive an answer within 2 working days. In addition a standard set of frequently asked questions will be drawn up and roadmap bulletins/briefings and relevant papers will be located there. This will be up and running for 9 September.

Please let me know if you have any views on how best to engage with staff throughout the process and I would welcome your comments on any of the above. Through management forums and ELT we have also captured many ideas and areas for improvement – please continue to feed these through the Managing Change group, or your line manager or direct to me or Kathryn Robson.

We have already published the [feedback](#) on the lessons learned from Service Prioritisation and we intend to embed improvements into the roadmap process.

Manny Lewis  
Managing Director



# FUTURE COUNCIL

## Future Council: Roadmap Bulletin 2

This bulletin will cover a number of issues relating to our Future Council programme including:

- Management arrangements from April 2012
- An update on the future delivery of our IT service

## Management arrangements from April 2012

As you are aware, one of the proposals agreed as part of service prioritisation was the deletion of our two Executive Director posts. In order to allow the organisation time to plan for what will be a fundamental change at Leadership Team level, the deletion is being phased over a two-year period. This means the Executive Director – Resources post will be deleted in April 2012 with the Executive Director – Services post following a year later in April 2013.

Both Directors, Tricia Taylor as Executive Director – Resources and Cate Hall as Executive Director – Services, contribute an enormous amount to the organisation across a wide range of responsibilities, including the line management of a number of staff.

In order to prepare for April 2012, Leadership Team has agreed to a project, led by Tricia Taylor, to look at the corporate roles and responsibilities undertaken by Executive Directors as it would be unrealistic for Cate Hall to absorb all of these following Tricia's departure. This work ranges from their involvement in our Human Resources and complaints processes to the Directors' role as CMB members.

In addition, Leadership Team has considered revised management arrangements from April 2012.

There are three underlying principles influencing the changes:

- wherever practicable, to avoid adding Heads/Section Heads to Cate Hall's portfolio (given existing workloads)
- to place Heads/Section Heads, as far as is practicable at this stage, in a destination point that **could** continue longer term, avoiding reporting lines being changed repeatedly.
- Heads of Service have to perform a corporate role – the requirement of working as one organisation, championing the council's interests above Service interests and being willing to

undertake thematic or cross-cutting functions is a fundamental requirement for Leadership Team.

Outlined below are the current posts that the Executive Director – Resources manages and the reporting lines from next April. You will notice that the job title of the Head of Strategic Finance (Bernard Clarke) will be amended to reflect the post’s proposed new responsibilities in relation to Shared Services.

	<b>Management arrangements from April 2012</b>
Head of Strategic Finance and Shared Services	Reporting to Managing Director
Head of Legal and Property	Reporting to Managing Director
Head of Human Resources	Reporting to Head of Strategic Finance and Shared Services
Head of ICT	Reporting to Head of Strategic Finance and Shared Services
Partnerships and Performance Section Head	Reporting to Head of Legal and Property
Customer Services Section Head	Reporting to Head of Environmental Services

This is some of the thinking that helped inform Leadership Team’s decisions:

### **Shared Services**

The Executive Director – Resources has played a crucial role in championing shared services, providing momentum and leadership. Whilst it is not possible to replace the knowledge fully, I do think it is important that we have a new lead to:

- Co-ordinate our input into the relationship with Three Rivers District Council (TRDC);
- Take forward new dialogue with other authorities on further shared services;
- Represent Watford’s interests at Joint Committee;
- Jointly manage the Shared Services Leadership Team with David Gardner from TRDC;
- Line manage the Head of HR and ICT.

The current Head of Strategic Finance will take on this role. We know that the Shared Services function over the next two years will evolve as new legislation (e.g. for Revenues and Benefits), new service delivery arrangements (e.g. for ICT), and a possible conversion to a lead authority model (e.g. Finance and HR) emerge. In addition, increasingly the joint senior management meeting between Three Rivers DC and Watford BC will take on more of the strategic and development role for Shared Services. In anticipation of this, to reduce the level of demands and also as Shared Services delivery becomes more embedded; we are proposing that the Shared Services Management Team meets monthly rather than fortnightly as at present.

I appreciate the vital role Human Resources will play in supporting the council as it delivers the Future Council programme over the next couple of years and so Terry Baldwin (Head of Human Resources) will report to me directly on matters that affect Human Resources policy development and organisational development.

### **Customer Services Section Head**

In light of the principles underpinning Leadership Team's decisions, the Customer Services Section Head will report to the Head of Environmental Services (Alan Gough). Environmental Services is the majority "stakeholder" in terms of the volume of front line service activity and in relation to where the greatest opportunity for further integration exists. The Head of Service has been tasked to ensure that the Customer Service Centre continues to deliver a high quality, innovative service that is focused on corporate delivery.

The functions transferring to Environmental Services will include the Information Unit (GIS and LLPG officers) and the Print and Post team as they currently report to the Customer Services Section Head.

You can view the new [service structure](#) here.

We will have to re-visit the structure next year in light of Cate's departure in 2013 but I hope that by making some of the key decisions now, we can minimise any future changes.

### **The future delivery of the IT service**

We have now appointed Actica Consulting to support us in conducting the options appraisal\*, a business case\* for the preferred option and a requirements specification. Actica have been gathering information relating to the service and associated budgets as well as testing the market for interest in delivering this type of service for both councils.

We are expecting to have a report on the options appraisal and the business case by the end of October 2011. This will be shared with ICT staff, management teams at both councils as well as the Joint Shared Services Committee in November 2011, where a decision regarding the option to be pursued will be made.

### **Getting involved – your questions answered**

I am pleased to report that the '[ask a question](#)' facility that we created on the Intranet is working well and that we have had a number of questions already. Keep them coming.

These questions are really important. Not only are they an opportunity for individuals to raise issues but they also provide a good picture of areas that seem to be of more general concern.

Although each question has had an individual response (so far within our two working day commitment), I thought it would be helpful to address the use of consultants, which has already been raised in a couple of questions.

There seems to be some misconceptions about why we are using consultants and the role they are

playing in helping us with service redesign.

There is a significant amount of work that needs to be done in a short period of time in order to achieve our Future Council plans for IT services and for waste and recycling, street cleansing and ground maintenance services.

Staff within these service areas already have a full workload ensuring that their service continues to be delivered to a standard customers (internally as well as externally) expect and this must remain their priority. Given this, we have to recognise that there is not the capacity available in-house to take on what are additional, and highly complex, major pieces of work. We also have to acknowledge that there are external suppliers that have had a great deal of experience in these areas of work, which they have built up over a number of years, and we do not have the time in all cases, to go through the steep learning curve that would be needed to get to their level of specialist knowledge and expertise.

However, it is important to remember that the projects are being led, and managed, by the council (not the consultants) and that it will be the council that makes the decisions on the delivery of its services in future.

**Manny Lewis**  
**Managing Director**

### **Jargon Buster**

The Future Council: Roadmap Bulletin will sometimes uses words and phrases that are familiar to some of us but might be new or less clear to others. Where we think this might be the case, we thought it would be helpful to provide a short explanation. Here are two that are used in this bulletin:

\* **Options appraisal** – this is a phrase that is used a lot during service redesign programmes. Option appraisal is the stage when you set objectives, create and review options and analyse their relative costs and benefits. Option appraisal should help develop a value for money solution that meets the objectives of the project. An effective option appraisal should help answer the following questions:

- have you taken into account all relevant factors in deciding what the project should be?
- should you go ahead with the project?
- which is the best way to carry out the project?

\* **Business case** – this is a key document in a major project. It clearly sets out the justification for a project which normally contains information about why the project is required, the benefits it will deliver, how much it will cost and any risks to implementation. The business case is used to assess the ongoing viability of the project i.e. should we continue with it and it also makes sure we can tell if we have achieved what we set out to do.



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## Overview and Scrutiny Committee - Outstanding Actions and questions

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer	
<b>Outstanding Actions</b>					
OA 1	<u>Action PI11 (Watford Leisure Centre Central)</u> Details of the actions taken at Watford Leisure Centre Central, following the petition to Council on 20 July 2011, to be circulated to all Members of the Council.	Committee and Scrutiny Officer	21 September 2011	3 October 2011	The Committee and Scrutiny Officer sent an email to the Mayor and all Councillors on 3 November 2011.  The Mayor confirmed that she had written to all the petitioners to explain the actions taken.
OA 2	<u>Action VS2 (Mayor's Community Fund)</u> The Vice-Chair to inform members of the outcome of Callowland residents' applications to the Mayor's Community Fund following some initial problems.	Councillor Rackett, Vice-Chair	21 September 2011		
OA 3	<u>FP1 – Section 106 Funding</u> The Head of Legal and Property Services' report to Cabinet (26 September 2011) to be circulated to the Scrutiny Committee.	Committee and Scrutiny Officer	21 September 2011	3 October 2011	The report was emailed to Members of the Overview and Scrutiny Committee on 3 November 2011.
OA 4	<u>FP1 – Section 106 Funding</u> Request the Section 106 information is produced in a different format. The information to	Committee and Scrutiny Officer	21 September 2011		The Committee and Scrutiny Officer emailed the Head of Planning and the Head of Legal and Property Services forwarding the Scrutiny Committee's

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer
include the date the funding expired. Provide a copy of the Joint Member Panel's Section 106 report as an example.				<p>request.</p> <p>The Head of Planning responded – “I am unclear whether the amount of resources required to produce s.106 information in the format proposed would produce any significant benefits above current reporting arrangements.</p> <p>The report the Head of Legal and Property produces for Cabinet is comprehensive and contains information about the amount of s.106 money held and the projects it is to be used for.</p> <p>Information on s.106 collection and spend is also included in the Council's Annual Monitoring Report.</p> <p>HCC have a bespoke back office system for recording s.106 information - PROMS. We don't have anything similar so to try and compile a spreadsheet in the same format they use would be extremely time-consuming.</p> <p>There is also the issue of the volume of information held - a report of all s.106 money held would be enormous.</p> <p>A recent audit of s.106 procedures did not recommend any changes to the way information is reported on.”</p>



Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
OA 5	<u>FP1 – Section 106 Funding</u> Inform the Overview and Scrutiny Committee of the composition of the Asset Management Group.	Committee and Scrutiny Officer	21 September 2011	3 October 2011	<p>The Committee and Scrutiny Officer emailed Members of the Overview and Scrutiny Committee on 3 November 2011 advising that the Asset Management Group comprised the following officers –</p> <p>Head of Legal and Property Services (Chair); Executive Director Services; Head of Strategic Finance; Head of Community Services; Head of Environmental Services; Head of Planning; Buildings and Projects Section Head; Parks and Open Spaces Section Head; Interim Property Section Head; Senior Accountant.</p> <p>The group meets monthly and the information is available on the Council's Intranet.</p>
<b>Performance Report</b>					
PI 3	Revenues and Benefits statistics – to incorporate within the performance report statistics relating to the processing of applications within 3 days once the client has provided all the necessary information.	Partnerships and Performance Section Head	23 June 2011	<p>For inclusion in next report to OSC (21 Sept 2011)</p> <p>24 November 2011</p>	<p>Noted for action in September's report. Asked but not available for report (September 2011)</p> <p>This information is included in the Quarter 2 report. <i>Please see item 7 on the agenda.</i></p>

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
PI 4	Future performance reports to incorporate statistics relating to the accuracy of information and the length of time taken to complete benefit assessments, which affect the subsidy received by the Council.	Partnerships and Performance Section Head	23 June 2011	For inclusion in next report to OSC (21 Sept 2011)  24 November 2011	Noted for action in September's report  Asked but not available for report.  This information is not available for the Quarter 2 report.
PI 8	Communal recycling new green bins – review the latest position regarding communal recycling and the new green waste recycling bins	OSC Committee	26 July 2011	11 November 2011	The Head of Environmental Services has been asked for an update. The information will be circulated as soon as it is available.
PI 9	Town Centre recycling bins – Use of the bins to undergo a further review	OSC Committee	26 July 2011	11 November 2011	The Head of Environmental Services has been asked for an update. The information will be circulated as soon as it is available.
PI 12	Contact the Housing Section Head to enquire when the outcome of the funding bids approved by the Homes and Communities Agency (HCA) will be known.  Further update required at the meeting in November.	Committee and Scrutiny Officer  Committee and Scrutiny Officer	26 July 2011  21 September 2011	15 August 2011  11 November 2011	The original response is available from the Committee and Scrutiny Officer or by viewing the report to the Scrutiny Committee in September.  The Head of Community Services has advised that officers are still waiting for details of the final outcome. The HCA are still negotiating with Registered Providers.

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
PI 13	Town Enforcement Officer – the Scrutiny Committee to review the progress of this post and what had been achieved.	Committee and Scrutiny Officer	21 September 2011	7 March 2012	
PI 14	CS12-CS15 (Leisure Centre usage) – latest performance statistics to be circulated to the Scrutiny Committee as soon as they are available.	Partnerships and Performance Section Head	21 September 2011	as soon as available	This information is included in the Quarter 2 report. <i>Please see item 7 on the agenda (24/11/2011).</i>
PI 15	Revenues and Benefits performance statistics available on the Shared Services Intranet – <a href="http://www.trw-sharedservices.org.uk">www.trw-sharedservices.org.uk</a>	Overview and Scrutiny Committee	21 September 2011	Ongoing	
<b>Voluntary Sector Task Group</b>					
VS 1	The recommendations to be reviewed once the review of current priorities has been completed.	Committee and Scrutiny Officer	23 June 2011	July 2012	Added to rolling work programme
<b>Community Safety Partnership Task Group</b>					
CSP 1	The scrutiny proposal ‘recruitment of ex-offenders and disadvantaged youth’ to be referred to the Community Safety Partnership Task Group for review from a general aspect and not just related to the Council.	Committee and Scrutiny Officer	23 June 2011	For consideration by the Task Group at its first meeting – 17 October 2011	The scrutiny proposal was considered at the Community Safety Partnership Task Group. Members are considering whether to expand it to cover other areas which affect ex-offenders.

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
CSP 2	Contact the members of the Task Group and Community Safety Manager to identify a date for the first meeting	Committee and Scrutiny Officer	26 July 2011	15 August 2011	The meeting has been arranged for Monday 17 October 2011. The second meeting is scheduled for 6 December 2011.
CSP 3	Presentation given at the meeting to be supplied to all councillors who did not attend the meeting.	Committee and Scrutiny Officer	26 July 2011	Soon after 17 October 2011	The presentation was emailed to all Councillors on 4 November 2011.
<b>Affordable Housing Review</b>					
AHR 1	<u>Recommendation 1 – Affordable Housing threshold</u> – The status of the Core Strategy to be reviewed in 12 months.	OSC Committee	26 July 2011	July 2012	Added to the rolling work programme. (See agenda item 9)
AHR 2	<u>Recommendation 5 – Housing Resources</u> – Overview and Scrutiny Committee to review this recommendation once the Housing Value for Money Phase 2 has been agreed.	OSC Committee	26 July 2011	2 February 2012 <i>Original date 24 November 2011</i>	The Housing Section Head has advised that this will be presented to Cabinet at the December meeting and not in November as previously indicated. Budget Panel was due to consider this report at its October meeting; however, it was deferred to the November meeting as the consultation had only just started.

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer
<b>Forward Plan</b>				
FP 2	Herts Waste Partnership decision – All Members to be informed as soon as the date of the decision is known.	Committee and Scrutiny Officer		End of November 2011 <i>Original date September 2011</i>
<b>Work Programme and Task Groups</b>				
WP 2	Councillor Derek Scudder's scrutiny proposal – further research to be carried out, including the recycling statistics from Three Rivers District Council, the other local authorities in the CIPFA family group and the national average.	Committee and Scrutiny Officer	21 September 2011	31 October 2011 The Committee and Scrutiny Officer emailed the Head of Environmental Services to ask whether the service had any statistics. <i>Please refer to Item 12 on the agenda.</i>
WP 3	The Managing Director to be invited to the next meeting to discuss his scrutiny proposal.	Committee and Scrutiny Officer	21 September 2011	7 October 2011 The Managing Director is attending the meeting on 24 November.
WP 4	Members to review the list of previous scrutiny reports and identify any important ones for consideration.	Overview and Scrutiny Committee	21 September 2011	31 Oct The list was circulated to all Members of Overview and Scrutiny Committee. <i>Please refer to item 12 on the agenda.</i>

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer	
<b>Property Services Leases for Voluntary Sector</b>					
PSL 1	A draft Property Policy review scope to be drawn up.	Chair and Vice-Chair of Overview and Scrutiny	26 July 2011	1 September 2011	This item to be put on hold.

## \*PART A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** 24 November 2011

**Report of:** Partnerships and Performance Section Head

**Title:** Update on the council's key performance indicators and measures – second quarter 2011/12

### 1.0 SUMMARY

- 1.1 Watford BC's Corporate Plan 2011-15 sets out the eight key performance indicators that the council has selected to measure its key priorities and where it knows it needs to improve performance during 2011/12. It was agreed that, for 2011/12, Overview and Scrutiny Committee would scrutinise the performance of these indicators on a quarterly basis.
- 1.2 In June 2011, Committee discussed a proposed template that had been developed for the regular presentation of performance information. Following Committee, the changes requested have been actioned and incorporated into reporting for 2011/12. (Appendix B).

This report, therefore, presents an update on the council's key performance indicators (KPIs) as at the end of quarter 2 (September 2011) as well as other performance measures identified and agreed by Committee for scrutiny during 2011/12.

### 2.0 RECOMMENDATIONS

- 2.1 Note and comment on the performance of the council's key performance indicators for 2011/12 at the end of quarter 2.
- 2.2 Note and comment on the performance of those additional performance measures identified for Committee's consideration at the end of quarter 2.

**Contact Officer:**

For further information on this report please contact:

Kathryn Robson, Partnerships and Performance Section Head

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### 3.0 **Background information**

Each year, Watford Borough Council's Corporate Plan sets out the key performance indicators (KPIs) that the council has selected to measure its priorities and where it knows it needs to improve performance.

It was agreed that Overview and Scrutiny Committee would scrutinise the council's performance in relation to these key performance indicators on a quarterly basis. At its meeting in June 2011, Committee agreed that additional performance measures be included as part of its quarterly scrutiny of performance and a template reflecting this was developed.

This report presents the updated template that incorporates the changes recommended by Committee, including further additions to the performance measures included, as well as the performance of the council's KPIs in the first quarter 2011/12.

#### 3.1 **Key performance indicators (KPIs)**

3.1.1 For 2011/12 the council identified eight key performance indicators (KPIs). These are attached as Appendix A.

#### 3.1.2 **Progress report at quarter 2 2011/12 on Watford BC KPIs – performance against target**

Of the 8 KPIs, KPI1 (time taken to process benefit claims) is reported as two indicators as the council monitors it in two parts and KPI4 (street cleansing) as three indicators. This means 11 performance measures are reported in total. In terms of performance against target at the end of quarter 2:

- 3 were above target
- none were on target
- 6 were below target

Of the remaining two performance measures:

- Both are reported at the end of the financial year. Progress is reported throughout the year for comment / discussion.

#### 3.1.3 **KPIs performing above target**

The following KPIs were reported as performing above target at the end of quarter 2 2011/12.

KPI4i	Improved street and environmental cleanliness (levels of litter)
KPI4ii	Improved street and environmental cleanliness (levels of detritus)
KPI4iii	Improved street and environmental cleanliness (levels of graffiti)



#### 3.1.4 KPI on target

No KPIs were reported as performing on target at the end of quarter 2 2011/12.

#### 3.1.5 KPI performing below target

The following KPIs were reported as performing below target at the end of quarter 2 2011/12.

KPI1i	Time taken to process Housing Benefit/Council Tax Benefit - new claims
KPI1ii	Time taken to process Housing Benefit/Council Tax Benefit - change of circumstances
KPI2	Residual household waste
KPI3	Household waste recycled and composted
KPI6	Number of households in temporary accommodation
KPI8	The average working days lost to sickness per full time equivalent employee

### 3.1.6 Performance against target – actual performance

The table below shows the actual performance against target to the end of quarter 2 2011/12.

Indicator	Target	Result	Performance against target
Time taken to process Housing Benefit/Council Tax Benefit <i>- new claims</i>	30 days	44.52 days	☹️
Time taken to process Housing Benefit/Council Tax Benefit <i>- change of circumstances</i>	20 days	41.36 days	☹️
Residual household waste	125kg	135.20kg	☹️
Household waste recycled and composted	42.42%	41.77%	☹️
Improved street and environmental cleanliness (levels of litter)	6%	3.78%	😊
Improved street and environmental cleanliness (levels of detritus)	5%	3.02%	😊
Improved street and environmental cleanliness (levels of graffiti)	5%	2.67%	😊
Number of affordable homes delivered (gross)	121	n/a	n/a
Number of households in temporary accommodation	90	102	☹️
CO2 reductions from local authority operations	7%	n/a	n/a
The average working days lost to sickness per full time equivalent employee	1.91 days	2.38 days	☹️

- 😊 = performing above target
- 😐 = performance on target
- ☹️ = performing below target

### 3.1.7 Quarter 2 performance report overview

Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12 is attached as Appendix B. Those performance measures that are not performing against target by 10% or more are highlighted with a !. This just relates to under performance. Where a measure is performing well it is highlighted with a 😊 even if this is over 10%.

Areas to note from the progress report:

- As with the key performance indicator for ‘number of households in temporary accommodation’, the council’s housing performance measures continue to reflect the economic downturn and the issues people are facing in regard to accessing housing.
- The second quarter data from SLM continues the trend identified in quarter 1 in relation to reduced take up of swimming but increased take up of gym / other. The service is working with SLM to identify reasons for this and actions that could be taken. One indication is that there has been a national decline in the popularity of swimming. Committee to note these figures do not make up the complete through put to the centres. If Committee requires this data, the Partnership and Performance section head can add it to future reports.
- Benefits performance has shown some improvement since quarter 1. The data on time taken to process a claim once all the correct information has been provided by the customer is now included in the report and has shown a steady fall over the quarter
- Also reflected in the report is the improved performance of the street cleansing performance measures, which from being below target for quarter 1 are now showing above target performance.
- There is still information missing for some measures. The Partnerships and Performance Section Head will ask services for these prior to the Committee meeting.

## 4.0 IMPLICATIONS.

### 4.1 Financial

4.1.1 The Head of Strategic Finance comments that the continuing pressure on homelessness provision means that the council is having to use bed and breakfast accommodation for some households and this does impact on the council’s budget. This is highlighted in the Finance Digest – period 6 - with an estimated additional cost in 2011/2012 of £150k.

### 4.2 Legal Issues (Monitoring Officer)

4.2.1 The Head of Legal and Property Services comments that there are no legal implications within this report. .

## Appendices

Appendix A - Watford BC 2011/12 key performance indicators

Appendix B – Watford BC - Measures of Performance – Progress report as of quarter 2 - 2011/12

### Background papers:

- Quarterly update on service improvement plans for each service
- Corporate Plan 2011-15






## Appendix A - Watford BC 2011/12 key performance indicators

<u>Reference</u>	<u>Definition</u>
KPI1	Time taken to process Housing Benefit/Council Tax Benefit new claims and change of events* <i>* This is defined as one indicator although is the council reports it as two parts – new and change of circumstances</i>
KPI2	Residual household waste
KPI3	Household waste recycled and composted
KPI4	Improved street and environmental cleanliness (levels of litter, detritus and graffiti)* <i>* This is defined as one indicator although it has four parts (a-d). Three elements are key performance indicators</i>
KPI5	Number of affordable homes delivered (gross)
KPI6	Number of households in temporary accommodation
KPI7	CO2 reductions from local authority operations
KPI8	The average working days lost to sickness per full time equivalent employee

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## WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE

### Quarter 2 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Environmental Services</b>									
ES1 KPI7	CO2 reductions from local authority operations	7%	n/a	n/a	n/a	n/a	↑	Environmental Services	This is an annual indicator. It will be reported at the end of Quarter 4. Local Authority Carbon Management generally on track -some ICT projects might be delayed.
ES2 KPI2	Residual household waste per household	125kg	135.20kg	8.16%		↓	↓	Environmental Services	Increase in weight due to high volumes of greenwaste due to weather.
ES3 KPI3	Household waste recycled and composted	42.42%	41.77%	1.53%		↓	↑	Environmental Services	Rate is averaging out at 0.55% above last years figures. Seasonal variation will see a slight decrease over the next two quarters but reaching 40% is important for the council.

<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.







Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
ES9	Percentage of the total tonnage of household waste arising which have been recycled	16.89%	15.45%	8.53%		↓	↓	Environmental Services	Rates are down on last year due to the high volumes of greenwaste being collected.
ES10	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	19.98%	26.32%	31.73%		↑	↑	Environmental Services	Rates show a 1.6% improvement on last year due to seasonal weather conditions
ES4 KPI4i	Improved street and environmental cleanliness (levels of litter)	6%	3.78%	37%		↑	↑	Environmental Services	<p>The cumulative result for the year to date is 5.67%.</p> <p>Period 2 target wards for ES 4/5/6/7 comprised all available land uses in Callowland, Holywell, Meriden, Nascot, Park, Vicarage plus Central's Main Retail and Commercial transects. Surveyor grade refresher undertaken prior to period 2 to ensure consistency with national grade photographs.</p>

<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.






Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
									Significant improvement in litter in result in Vicarage.
ES5 KPI4ii	Improved street and environmental cleanliness (levels of detritus)	5%	3.02%	39.6%		↑	↑	Environmental Services	The cumulative result for the year to date is 4.81%.
ES6 KPI4iii	Improved street and environmental cleanliness (levels of graffiti)	5%	2.67%	46.6%		↑	↑	Environmental Services	The cumulative result for the year to date is 3.56%. Levels of tagging persists including those of 'old/returned taggers'. Individual taggers' behaviour generally more discrete in size & numbers than previous. Notable tags continue to be reported at Anti Social Behaviour Action Group.
ES7	Improved street and environmental cleanliness (levels of fly posting)	1%	0.44%	56%		↓	↓	Environmental Services	The cumulative result for the year is 0.22%. The period has seen some increase in ad-hoc advertising by smaller business and circus fly posting.




<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
ES8	Improved street and environmental cleanliness (levels of fly tipping)	Effective	n/a	n/a	n/a	n/a	n/a	Environmental Services	Annual indicator. Initial indications show another rise (approx 4%) from last year on dumped waste so far. This is predominantly black bags from commercial and domestic sources. In addition, there is also an increase in enforcement action, in particular Fixed Penalty Notices for small amounts of flytipped domestic waste and duty of care action in relation to commercial premises. This demonstrates that the council is tailoring its enforcement action to the increasing areas for concern. However, it is likely that this will mean we are again measured as “not effective/poor” due to the increase in flytips and the increase in enforcement action.






<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Community Services</b>									
CS4 KPI5	Number of affordable homes delivered (gross)	121 for year	n/a	n/a	n/a	n/a	n/a	Community Services	The units will be delivered in the final quarter of '11-'12, due to the nature of the current development cycle. Projection increased to 160 units due to scheme being brought forward although completion dates remain subject to change.
CS5 KPI6	Number of households living in temporary accommodation	90	102	13%	!	↑	↑	Community Services	Continuing pressure on temporary accommodation necessitating use of B&B provision – see indicators below. Work continuing to source additional units and private sector alternatives.
CS6	Average length of stay in hostel accommodation (weeks)	24 weeks	25.89 weeks	7.88%	☹	↓	↓	Community Services	This is likely to increase as availability of newbuild reduces. Quarter 2 increase due to 2 long running






<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
									cases (550 days and 313 days). Work continuing with Watford Community Housing Trust on tackling arrears to assist with faster move on.
CS7	The number of people sleeping rough on a single night within the area of the local authority	5	n/a	n/a	n/a	n/a	n/a	Community Services	This is an annual indicator so only reported in Quarter 3.
CS8	Number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for who housing advice casework intervention resolved their situation	70	68	2.86%		↑	↑	Community Services	Percentage necessitating statutory provision has increased from Quarter 1 26/241 or 10.7%. Quarter 2 = 44/261 or 16.8%. Range of reasons for homelessness which are being monitored.
CS9	Number of new cases on Rent Deposit Scheme	20	11	45%		↓	↓	Community Services	Continuing small supply of private rented property for Local Housing Allowance claimants, negotiating SLAs with Registered Providers partners for private sector leasing.







<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
CS10	The number of households in bed and breakfast accommodation	10	12	20%		↑	n/a	Community Services	Numbers have been impacted by lack of newbuild affordable housing in first half of the year, and ongoing supply issues in the private rented sector
CS11	The average length of stay in bed and breakfast accommodation (weeks)	6 weeks	3.02 weeks	49.7%		↑	n/a	Community Services	See above.
CS12	Total number of swims at Watford Leisure Centre – CENTRAL	n/a	22,812	n/a	n/a	↑	↓	Community Services	Figure for same period 2010 was 26,470. 14% fall from 2010.
CS13	Total number of gym usage and group exercise participation at Watford Leisure Centre – CENTRAL	n/a	28,449	n/a	n/a	↑	↑	Community Services	Figure for same period 2010 was 25,458. 12% increase from 2010.
CS14	Total number of swims at Watford Leisure Centre – WOODSIDE	n/a	24,309	n/a	n/a	↑	↓	Community Services	Figure for same period 2010 was 26,345. 8% fall from 2010.
CS15	Total number of gym usage and group exercise participation at Watford Leisure Centre – WOODSIDE	n/a	58,455	n/a	n/a	↓	↑	Community Services	Figure for same period 2010 was 44,464. 31% increase from 2010.




<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12




Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Planning</b>									
PL1	Processing of planning applications as measured against targets for 'major' applications (% determined within 13 weeks)	85%	88%	3.52%		↓	↓	Planning	This is a very volatile result due to the very small number of applications received in this category. The number of cases in this category for the first 2 quarters was 8.
PL2	Processing of planning applications as measured against targets for 'minor' applications (% determined within 8 weeks)	90%	93.4%	3.78%		↓	↓	Planning	The number of cases in this category for the first 2 quarters was 116.
PL3	Processing of planning applications as measured against targets for 'other' applications (% determined within 8 weeks)	90%	99.7%	10.78%		↑	↑	Planning	The number of cases in this category for the first 2 quarters was 303.

<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12




Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Legal and Property Services</b>									
LP5	Voter registration	95%	n/a	n/a	n/a	n/a	n/a	Legal and Property	This is an annual indicator so only reported in Quarter 3.

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Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Human Resources</b>									
HR1 KPI	Sickness absence (working days lost)	1.91 days	2.38 days	24.6%	!	↓	↑	Human Resources	

<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.





Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Revenues and Benefits</b>									
RB1 KPI1i	Av time to process benefits claims	30 days	44.52	48.4%	!	↑	↓	Revenues and Benefits	
RB2 KPI1ii	Av time to process change of circs	20 days	41.36 days	106.8%	!	↑	↓	Revenues and Benefits	
RB3	% of applications processed within 3 days (once the client has provided all the necessary information)	-	See comments for monthly figures	-	-	-	-	Revenues and Benefits	The performance for this for each month in the quarter was: July – 24.43 days August – 22.11 days September – 18.45 days
RB4	Accuracy of information which affects the subsidy received by the Council	-	-	-	-	-	-	Revenues and Benefits	Information not available at time of submitting report. It is hoped to have the information available – or an update – by the time of Committee.

<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.







Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>ICT</b>									
IT1	ICT service availability to users during core working hours  <u>WBC P1</u> COA Academy (Windows) Uniform Email Internet Lagan File and Print Server	99.5%	97.5%	2.01%		↓	n/a	ICT	WBC P1 – these are systems/applications that are rated as most business critical. Work continues to address recommendations within the infrastructure review and availability. Systems improvements and essential maintenance works have increased system availability across the board and statistics for September 2011 were better than previous months. Further essential work is expected to continue this trend.









<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
IT2	ICT service availability to users during core working hours  <u>WBC P2</u> Touchpaper EROS Gauge Resource Link Intranet	99.5%	97.87%	1.6%		↓	n/a	ICT	WBC P2 – these are systems/ applications that are rated as less business critical.  Work continues to address recommendations within the infrastructure review and availability. Systems improvements and essential maintenance works have increased system availability across the board and statistics for September 2011 were better than previous months. Further essential work is expected to continue this trend.




<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 2 - 2011/12

Ref	Measure	Target for quarter	Actual at end of Quarter 2	% variance <sup>1</sup>	  	Trend since last period (Q1 2011/12)	Trend since last year	Service Lead	Comments
<b>Corporate</b>									
Co1	CSC service levels - 80% calls answered in 20 secs	80% calls answered in 20 seconds	84%	5%		↓	↓	Corporate	
Co2	CSC service levels - 95% all calls answered	95% all calls answered	99%	4.2%		↑	↑	Corporate	
Co3	Calls resolved at first point of contact	80%	97% exc transfers	21.3%		↑	↑	Corporate	
Co4	Complaints resolved at stage one	90%	78%	13.3%		↑	↓	Corporate	There is still a backlog of cases in some service areas, impacting achieving the target of 90%.
Co5	% of stage 1 complaints resolved within 10 days	80%	65%	18.8%		↑	n/a	Corporate	There is still a backlog of cases in some service areas, impacting achieving the target of 80%.

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**Key to performance against target**

-  on target or above target
-  not on target but there is no cause for concern at this stage.
-  not on target/ more than 10% variance and is a cause for concern.

<sup>1</sup> Variance: difference between actual performance and profile for quarter as a percentage of the profile.

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## \*PART A

**Report to:** Overview and Scrutiny Committee  
**Date of meeting:** 24 November 2011  
**Report of:** Head of Legal and Property Services  
**Title:** Forward Plan

### 1.0 SUMMARY

- 1.1 This report sets out the changes to the latest Forward Plan when compared to the edition presented at the last meeting.

### 2.0 RECOMMENDATION

- 2.1 that the Overview and Scrutiny Committee reviews the Forward Plan and considers whether there are any items it wishes to review further.

#### **Contact Officer:**

For further information on this report please contact: Sandra Hancock,  
Committee and Scrutiny Officer  
telephone extension: 8377 email: [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk)

**Report approved by:** Jason McKenzie, Legal and Democratic Section Head

### 3.0 DETAILED PROPOSAL

- 3.1 Under the Local Government Act 2000, the Council is required to publish a Forward Plan of key decisions it is proposed will be taken within the next four months.
- 3.2 The Forward Plan indicates the nature of the key decision proposed; the contact officer; the proposed decision maker and those people and organisations who have been consulted.

### 3.3

#### New additions to the Forward Plan since the September – December 2011 edition

There are ten new items which have been added to the Forward Plan.

- Approval to appoint consultants to develop detailed design options for public realm improvements to the Parade and Town Hall Subway – added to the edition issued in September for consideration by Cabinet in November. (Also refer to paragraphs 3.4 and 3.5)
- To agree the Core Strategy for a further six week consultation – added to the edition issued in October for consideration by Cabinet in November. (Also refer to paragraph 3.5)
- Service Prioritisation (Year 1) update and approval of amendments to identified service prioritisation proposals – added to the edition issued in October for consideration by Cabinet in November. (Also refer to paragraph 3.5)
- To approve minor amendments to the Housing Nominations Policy as an interim measure to address current pressures on temporary accommodation – added to the edition issued in October for consideration by the Portfolio Holder for Community Services. (Also refer to paragraph 3.5)
- Authorisation of write off of any irrecoverable debt of £3001 and over in respect of Council Tax, National Non Domestic Rates and Sundry Debts including Housing Benefit overpayments - added to the edition issued in October for consideration by Cabinet in November. (Also refer to paragraph 3.5)
- Report on the findings of the corporate channel shift project – added to the edition issued in October for consideration by Cabinet in December. (Also refer to paragraph 3.4)
- Delegated approval to select the preferred bidder in connection with the disposal of land at Gammons Farm Close at less than best consideration. For the purpose of providing affordable housing. – added to the edition issued in November for consideration by the Portfolio Holder for Community Services in December 2011.
- Croxley Rail Link: Proposed temporary works compounds and transfer of parcels of land to London Underground Limited (LUL) – added to the edition issued in November for consideration by Cabinet in December.
- Approval of the proposed Macdonnell Gardens Conservation Area – added to the edition issued in November for consideration by Cabinet in January.

- To award contract for maintenance of the Council's fleet of vehicles, plant and equipment for a 2 year period with the option to extend for a further 1 year plus 1 year – added to the edition issued in November for consideration by Chief Officer in December.

#### 3.4 Amendments to the Forward Plan since the September – December 2011 edition

There have been seven amendments to the Forward Plan since the last edition published in the Scrutiny Committee's agenda for the meeting held on 21 September 2011.

- Approval of the Herts Waste Partnership Agreement – amended in the edition issued in September. The agreement to be considered by the Portfolio Holder for Environmental Services in November instead of September 2011.
- To decide whether to approve the recommendations of the Housing Value of Money Review Phase 2 – amended in the edition issued in September. The outcome of the review to be considered by Cabinet in December instead of November 2011.
- Approval to appoint consultants to develop detailed design options for public realm improvements to the Parade and Town Hall Subway – amended in the edition issued in October. The decision-maker was amended from Cabinet to Chief Officer. (Also refer to paragraph 3.5)
- Approval of the Private Sector Housing Renewal Policy – amended in the edition issued in October. The policy is to be considered in February 2012 instead of November 2011.
- To approve the voluntary sector funding review for 2012/13 – amended in the edition issued in October. The date the report is due to be considered has been moved from November to December 2011.
- Adoption of the Framework and 5-year action plan for allotments across the Borough – amended in the edition issued in November. The report is to be considered by Cabinet in February 2012 instead of December 2011.
- Report on the findings of the corporate channel shift project – amended in the edition issued in November. The decision maker has been amended from Cabinet to Chief Officer.

### 3.5 Deletions from the Forward Plan

The following items have been deleted from the Forward Plan since the edition reviewed at the September meeting.

- Section 106 Spend 2010/11 and future projects for 2011/12 – considered by Cabinet at its meeting on 26 September 2011.
- To approve the Revenue and Capital Outturns for 2010/2011 – considered by Cabinet at its meeting on 26 September 2011.
- Approval to appoint consultants to develop detailed design options for public realm improvements to the Parade and Town Hall Subway – decision taken as a delegated decision by Executive Director (Services) on 1 November 2011.
- To agree the Core Strategy for a further six week consultation – considered by Cabinet at its meeting on 7 November 2011.
- Service Prioritisation (Year 1) update and approval of amendments to identified service prioritisation proposals – considered by Cabinet at its meeting on 7 November 2011.
- To approve the redesign of the play service commencing 1 April 2012 – considered by Cabinet at its meeting on 7 November 2011.
- Authorisation of write off of any irrecoverable debt of £3001 and over in respect of Council Tax, National Non Domestic Rates and Sundry Debts including Housing Benefit overpayments – considered by Cabinet at its meeting on 7 November 2011.
- To approve minor amendments to the Housing Nominations Policy as an interim measure to address current pressures on temporary accommodation – decision taken by the Mayor as Portfolio Holder for Community Services on 14 November 2011.

## 4.0 **IMPLICATIONS**

### 4.1 **Financial**

4.1.1 Whilst a number of reports considered by the Scrutiny Committee will have had financial implications, the scrutiny role in itself, should result in no additional external costs being incurred.

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

4.2.1 The Head of Legal and Property Services comments that if Overview and Scrutiny wish to consider any proposed decision it needs to be mindful of when it is proposed that the decision be taken and ensure that it has



completed its work prior to that time in order to be able to contribute to the decision maker's deliberations.

4.3 **Potential Risks**  
None identified.

Appendices

None

Background Papers

The following background papers were used in the preparation of this report. If you wish to inspect or take copies of the background papers, please contact the officer named on the front page of the report.

September, October and November 2011 editions of the Watford Borough Council Forward Plan

File Reference

None

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## \*PART A

**Report to:** Overview and Scrutiny Committee  
**Date of meeting:** 24 November 2011  
**Report of:** Head of Legal and Property Services  
**Title:** Public Pride Recommendation Update

### 1.0 SUMMARY

- 1.1 This report provides an update on two outstanding Public Pride Review recommendations, as requested by Policy Development Scrutiny Committee at its meeting held on 18 January 2011.

### 2.0 RECOMMENDATIONS

- 2.1 that Overview and Scrutiny Committee notes the latest update and considers whether the resolutions from Policy Development Scrutiny Committee held on 18 January 2011 have been met.

#### **Contact Officer:**

For further information on this report please contact: Sandra Hancock,  
Committee and Scrutiny Officer  
telephone extension: 8377 email: [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk)

**Report approved by:** Jason McKenzie, Legal and Democratic Section Head

### 3.0 DETAILED PROPOSAL

- 3.1 Policy Development Scrutiny Committee carried out a review during 2008/2009 into Public Pride. The final report and recommendations were agreed at the Policy Development Scrutiny Committee held on 5 January 2009.
- 3.2 The Public Pride recommendations were forwarded to Cabinet and considered at its meeting held on 21 April 2009.

- 3.3 Policy Development Scrutiny Committee reviewed Cabinet's response at its meeting held on 18 January 2011. At this meeting the Scrutiny Committee acknowledged the responses but asked for a further update on recommendations 6 and 7.
- 3.4 Appendix 1 sets out the original recommendations; the responses from Cabinet and officers and the Scrutiny Committee's comments and resolution on each of the recommendations. It also includes the latest update from the Head of Environmental Services.

### Appendices

Appendix 1 – Responses to the Public Pride recommendations

### Background Papers

Public Pride final report

Minutes of the Cabinet meeting held on 21 April 2009

Minutes of the Policy Development Scrutiny Committee held on 18 January 2011

### File Reference

None

## Public Pride Recommendations' Review

<b>6. The Council and One Watford consider jointly how to positively influence organisations that own land adjoining public land to maintain it to a presentable standard.</b>			
<b>Executive response</b> <b>Cabinet – 21 April 2009</b>	<b>Officer's response</b> <b>Head of Environmental Services and</b> <b>Head of Planning – 18 January 2011</b>	<b>Scrutiny response</b> <b>Policy Development Scrutiny</b> <b>Committee – 18 January 2011</b>	<b>Completed</b>
The Portfolio Holder for Environmental Services commented that, in respect of recommendation vi) there were a number of partners with whom the Council would have to be engaged.	<u>Land Adjoining Public Land</u> The Street Cleansing Section Head, Mike Robson, will lead on this project, commencing in April 2011, having due regard to the Code of Practice on Litter and Refuse from DEFRA dated 2006.  It is noted that Planning also have a role to play in progressing this. <i>Planning's response is attached as Appendix A to this document.</i>	The Vice-Chair noted Environmental Services' response to <b>recommendation 6</b> . He asked that a further report should be presented scrutiny in October explaining how successful the project had been.  Resolution – 3. that, regarding recommendation 6, Environmental Services be asked to provide an update in October 2011 on the project commencing in April 2011.	
<b>Response from the Head of Environmental Services (15 November 2011)</b> Additional enforcement resource has been assigned to this task on a needs basis (ie. tackling those hot-spot areas) and also Watford Community Housing Trust has taken on the total land maintenance responsibility for all their land. Given this, and due to other pressures on the service, this project has been delayed until April 2013.			

7. The policy of Environmental Services on the scheduling of road sweeping and litter picking according to the assessment of need rather than by fixed schedule be reviewed.			
Executive response Cabinet – 21 April 2009	Officer's response Head of Environmental Services – 18 January 2011	Scrutiny response Policy Development Scrutiny Committee – 18 January 2011	Completed
<p>With regard to recommendation vii) he said that he disagreed very strongly with the suggestion to revert to scheduled cleaning. The fixed schedule arrangement had been in place when the administration took over in 2002 and did not work. The introduction of the current system had been responsible for the improvement in street-care. The system worked well and this was demonstrated by the fact that public perception of town cleanliness was high, the ENCAM results were very good, the best in Hertfordshire and the Council had obtained a four star rating in the Clean Britain Awards. Reverting to the old system would immediately reduce standards as people would be diverted from areas that required cleaning to areas that did not.</p>	<p><u>Road Sweeping</u></p> <p>At Cabinet on 21.04.09 the Portfolio Holder for Environmental Services commented that <i>'he disagreed very strongly with the suggestion to revert to scheduled cleaning. The fixed schedule arrangement had been in place when the administration took over in 2002 and did not work. The introduction of the current system had been responsible for the improvement in street-care. The system worked well and this was demonstrated by the fact that public perception of town cleanliness was high, the ENCAM results were very good, the best in Hertfordshire and the Council had obtained a four star rating in the Clean Britain Awards. Reverting to the old system would immediately reduce standards as people would be diverted from areas that required cleaning to areas that did not.'</i></p> <p>This view was, and still is, shared by the Street Cleansing Section Head and the Head of Environmental Services so there has been no change to the existing</p>	<p>The Scrutiny Committee then discussed <b>recommendation 7</b>. One Member said that there were areas outside the Town Centre which were not cleaned and referred to Boundary Way in Woodside. She said that the area had not been deep cleaned. Members were informed that this was different to normal street cleaning. Deep cleansing involved working with several partners and set areas were targeted.</p> <p>The Chair suggested that the Scrutiny Committee could ask how outlying streets were monitored and that a six-month survey could be set up.</p> <p>A Member advised that it was possible to telephone the Street Cleansing Team and they would arrange to visit the affected area and clean the streets.</p> <p>The Chair added that the service could</p>	

	policy.	<p>also be asked to provide details of how many telephone calls about street cleaning were received that were not about the current street cleaning system.</p> <p>A Member said that the Town Centre was kept clean. Residents in other areas in Watford paid their Council Tax and therefore their streets should be cleaned.</p> <p>Resolution –</p> <p>4. that, regarding recommendation 7, Environmental Services be asked to carry out a street cleaning survey and monitor the number of telephone calls related to street cleaning.</p>								
<p><b>Response from the Head of Environmental Services (15 November 2011)</b></p> <p>Monitoring is undertaken both in the town centre and outside of the town centre and continues to show that Watford is kept to a very high street cleansing standard (ie. low levels of litter, detritus, graffiti and fly posting)</p> <p>The number of recorded calls etc about street cleansing issues over the last three years is as follows:</p> <table data-bbox="136 1109 515 1300"> <tr> <td>2008/2009</td> <td>1149</td> </tr> <tr> <td>2009/2010</td> <td>1035</td> </tr> <tr> <td>2010/2011</td> <td>1034</td> </tr> <tr> <td>2011 to 30.09.11</td> <td>477</td> </tr> </table>		2008/2009	1149	2009/2010	1035	2010/2011	1034	2011 to 30.09.11	477	
2008/2009	1149									
2009/2010	1035									
2010/2011	1034									
2011 to 30.09.11	477									

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## Appendix A

### Review of Public Pride recommendations- report of the Planning Department

#### Action under s.215 of the Town and Country Planning Act 2010

The 2009 report of the Policy Development Scrutiny Committee contained a recommendation that:

*The Council should be more proactive in using the powers available to it under section 215 of the Town & Country Planning Act 1990 for land and buildings to be cleaned up when their condition adversely affects the amenity of an area.*

The process for enforcement is as follows:

1. The case is reported to the Council usually by councillors, members of the public or enforcement officers.
2. The case is investigated by an enforcement officer to determine whether it is a valid case, if it does not relate to an amenities issue it cannot be pursued under Section 215. The Council has powers to investigate residential dwellings, commercial properties and public land.  
An initial approach by an enforcement officer, once it has been determined that it is a suitable case for s.215 consideration, often has the desired effect of clearing up the matter satisfactorily. If not, the next step is for formal action to be authorised.
3. When the case is authorised for action, a letter is sent detailing what needs to be rectified (for example vegetation cleared, fence repaired) and a deadline is given.
4. If no action is taken within a certain amount of time (usually a matter of a few weeks, depending on the amount of work that needs doing, weather conditions etc), a formal notice under Section 215 is served.

The numbers of cases in recent years is shown below:

	2008	2009	2010 (to 8.12.10)
S.215 enforcement cases investigated	6	7	4
Cases authorised for action	1	3	1
Notices served	0	0	2

Note: Caution is required in interpreting these figures as not all the figures within one year relate to the same cases. For example, in respect of one of the cases authorised in 2009 the notice was not served until 2010.

It is generally the case that the commencement of a formal enforcement investigation is enough to secure an improvement in the condition of the land in question. Hence, the great majority of cases do not proceed beyond the investigatory stage before being satisfactorily concluded.

Moreover, if the informal approach does not work, the next stage (of authorisation for a s.215 notice to be served) usually has the desired effect.

Only in a very small number of cases is it necessary to serve a notice, and this is borne out by the above figures. The small number of cases is a positive reflection of the state of the public realm in Watford. However, Planning Enforcement Officers have a full caseload investigating sites that have been reported.

There is a right of appeal against a s.215 notice, and, consequently, a notice should not be served where there are grounds for allowing such an appeal. As a result of careful targeting of s.215 cases in Watford, there have been no appeals to the Magistrates' Court against any of the s.215 notices served by the Council in 2008, 2009 or 2010.

One of the two notices served in 2010 has been complied with. The second notice has only recently been served and the period for compliance has not yet expired (expiry date is 31 December 2010).

## PART A

**Report to:** Overview and Scrutiny Committee  
**Date of meeting:** 24 November 2011  
**Report of:** Head of Legal and Property Services  
**Title:** Work Programme and Task Groups 2011/12

### 1.0 SUMMARY

1.1 This report provides an update on the current work programme for 2011/12. It also includes new scrutiny suggestions for Task Groups.

### 2.0 RECOMMENDATION

2.1 that the latest version of the work programme be noted.

2.2 that the Scrutiny Committee considers whether to establish the two Task Groups referred to in paragraphs 3.3 and 3.4 –

- Review of Recycling Scheme
- Future Council Review

2.3 that the Scrutiny Committee considers whether to agree to any of the other scrutiny proposals and prioritise the order in which they are established.

2.4 that the Scrutiny Committee agrees to delegate the appointment of the final membership of the Task Group(s) to the Chair and Vice-Chair of the Overview and Scrutiny Committee in consultation with the Head of Legal and Property Services.

2.5 that the Scrutiny Committee prioritises the list of previous reviews shown in paragraph 3.16.

#### **Contact Officer:**

For further information on this report please contact: Sandra Hancock,  
Committee and Scrutiny Officer  
telephone extension: 8377 email: [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk)

**Report approved by:** Carol Chen. Head of Legal and Property Services

### 3.0 **DETAILED PROPOSAL**

3.1 The latest version of the Overview and Scrutiny Committee Work Programme is attached at Appendix 1 for Members' consideration. The Committee and Scrutiny Officer has updated the Programme taking into account Members' comments and decisions at previous meetings.

### 3.2 **Scrutiny Suggestions**

#### 3.3 Review of Recycling Scheme

At the last meeting held on 21 September 2011 Overview and Scrutiny Committee received a scrutiny suggestion from Councillor Derek Scudder. Members requested performance statistics for the local authorities included in the CIPFA family of authorities and Three Rivers District Council. The Committee and Scrutiny Officer has contacted the Head of Environmental Services to ask if the service has any comparative data for other local authorities. The information will be circulated as soon as possible.

#### 3.4 Future Council Review

At the last meeting held on 21 September 2011 Overview and Scrutiny Committee was informed that the Managing Director had suggested a study into the options for the delivery of services. Members asked that the Managing Director be invited to this meeting to explain his suggestion in more detail. The Managing Director will be attending the meeting and will provide more information about his suggestion. Please refer to item 4 on the agenda.

- 3.5 The Chair recommends to the Overview and Scrutiny Committee that it establishes two task groups and the order in which they should be carried out.
1. To review the recycling systems used by other councils, with particular note being taken of the approach adopted by Three Rivers District Council.
  2. To review the political implications of the choices being faced by the Council in the future delivery of its services.

3.6 Since the Overview and Scrutiny Committee meeting on 21 September 2011 further scrutiny suggestions have been received. The suggestions were forwarded to the relevant Executive Director or Head of Service.

#### 3.7 Cycling on the pavement

Councillor Lynch has requested that a review should be set up to address the issues relating to pedestrians' safety and provisions for cyclists. The proposal was forwarded to the Head of Planning for comment. The completed suggestion form, including the Head of Planning's comments, is attached as Appendix 2.

3.8 Review of addressing the housing needs of disadvantaged groups

This has arisen from the forthcoming closure of the Stonham Hostel for ex-offenders in Queens Road. This matter is being addressed through a specific working party set up by Stonham and it is now suggested that the review be widened to look at the housing needs of all disadvantaged groups such as young people with disabilities, mentally disabled etc.

3.9 The Head of Community Services has indicated that her Department is currently going through a complete re-organisation and is not in a position to support this work but has suggested that it could be carried out in mid 2012. Members are asked to agree to this deferment.

3.10 A further request has been received from Councillor Lynch concerning the abuse of drugs by residents at the YMCA. Further information will be available at the meeting.

3.11 **Task Groups**

3.12 The terms of reference for the Task Group would need to be set and a scope prepared. The Committee and Scrutiny Officer will then email all non-executive members to ask whether they would be interested in taking part in the review. The final membership will need to be agreed. As the next full meeting is not due to take place until February, the Overview and Scrutiny Committee are asked to agree to delegate the appointment of the final membership of the Task Group(s) to the Chair and Vice-Chair of the Overview and Scrutiny Committee in consultation with the Head of Legal and Property Services.

3.13 Members are reminded that in order to meet the capacity of the Democratic Services Team there should be no more than two time limited Task Groups established at any one time. The Scrutiny Committee is able to prioritise the order of Task Groups and these will be added to the rolling work programme; therefore as soon as one Task Group has completed its review the next Task Group can be established.

3.14 **Previous reviews**

3.15 At the meeting held on 21 September 2011 Members received a list of the scrutiny reviews carried out between 2006 and 2011. Members were asked to identify any reviews which they would like to re-visit and consider any outstanding recommendations. The Chair was disappointed that so few Members responded to this request.

- 3.16 At the time of writing this report the Committee and Scrutiny Officer has received from the Chair of Overview and Scrutiny Committee the following reviews for re-visiting –
- The Colosseum (January 2007)
  - Green Spaces (March 2008)
  - Choice Based Lettings (February 2011)
  - Elections in 2010 (February 2011)
  - Neighbourhood Forums (March 2011)
- 3.17 The Committee and Scrutiny Officer will be collating the information for each of these reviews which can then be considered at future meetings. Members are asked to prioritise the list of previous reviews shown above.
- 4.0 **IMPLICATIONS**
- 4.1 **Financial**
- 4.1.1 The Head of Strategic Finance comments that the implications of any detailed scrutiny review would need to be considered on an individual basis. It is unlikely however that any incidental expenditure could not be contained within existing estimates.
- 4.2 **Legal Issues** (Monitoring Officer)
- 4.2.1 The Head of Legal and Property Services comments that there are no legal implications in this report.
- 4.3 **Staffing**
- 4.3.1 Democratic Services is able to manage two time-limited Task Groups at any one time to ensure there is capacity within the team to manage the meetings.

#### Appendices

Appendix 1 – Overview and Scrutiny Committee Work Programme 2011/12  
(November update)

Appendix 2 – Cycling on the pavement scrutiny proposal

#### Background Papers

Minutes of previous meetings

#### File Reference

None



## MEMBERSHIP 2011/12

Councillor Mark Watkin (Chair)  
Councillor Steve Rackett (Vice-Chair)  
Councillors Nigel Bell, Sue Greenslade, Kareen Hastrick, Peter Jeffree, Stephen Johnson, Rabi Martins, Kelly McLeod

# Overview and Scrutiny Committee Work Programme 2011/12

## OVERVIEW AND SCRUTINY COMMITTEE – PROGRAMME OF WORK 2011/12

### INTRODUCTION

The work programme of the Overview and Scrutiny Committee is a live document which will be managed throughout the year. Items may be added or deleted as the year progresses at the discretion of the Committee.

The Committee's work programme is centred on:

- i. Call in of Cabinet decisions (as necessary).
- ii. Reviewing the Cabinet's Forward Plan
- iii. Monitoring of the Council's performance (through regularly produced performance reports and measures).
- iv. Reviewing progress on all agreed recommendations of review work on a regular basis.

The Scrutiny Committee will set up time limited task groups to examine issues in depth. Upon conclusion of the assigned task, task groups will report their findings back to the Overview and Scrutiny Committee for ratification.

### HOW DO I RAISE AN ISSUE?

If you would like to raise an issue with the Overview and Scrutiny Committee, please contact Sandra Hancock, Committee and Scrutiny Officer  
Telephone: 01923 278377  
Email: [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk)



**Meeting 1 – 23 June 2011**  
*Committee Room / 7.00 pm.*

AGENDA ITEM AND REPORT PROVIDER	REASONS FOR INCLUSION ON AGENDA	EXPECTED OUTCOMES	REQUIREMENTS	FOLLOW UP / PROGRESS
Call-in	Consideration of Executive decision(s) called in			None
Forward Plan (Committee and Scrutiny Officer)	Review the Executive's Forward Plan		Report including the latest edition of the Forward Plan	None
Budget Panel update (Committee and Scrutiny Officer)	Monitor the work undertaken by the Panel		Report	None
Voluntary Sector Task Group – Cabinet response (Committee and Scrutiny Officer)	To consider the response from Cabinet and consider any further action.		Report and Cabinet response	
Work Programme (Committee and Scrutiny Officer)	Agree the rolling work programme and identify suitable topics for further investigation by time limited task groups		Report and draft work programme	The scrutiny suggestions were considered and it was agreed to establish a Task Group to look at the Hospital Parking Charges at Watford General Hospital.
2010/11 Quarter 4 Performance Management Report (Partnerships and Performance Section Head)	Regular review of the Council's performance		Report	Actions to be completed for next meeting report considered

**Meeting 2 – 26 July 2011**  
*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Update from previous meeting (Committee and Scrutiny Officer)	To review the update of the actions			Actions agreed for future meetings
Call-in	Consideration of Executive decision(s) called in			None
Affordable Housing review – Cabinet response (Committee and Scrutiny Officer)	Review the Cabinet response and consider any further action.		Report and Cabinet response	Actions agreed and added to the rolling action plan
Community Safety Partnership Task Group (Committee and Scrutiny Officer)	Update on the Task Group			Task Group membership agreed. First meeting to be arranged.
Budget Panel update (Committee and Scrutiny Officer)	Monitor the work undertaken by the Panel		Report	Agreed this item would only be included when a recommendation has been forwarded from the Panel for approval.
Forward Plan (Committee and Scrutiny Officer)	Review the Executive's Forward Plan		Report including the latest edition of the Forward Plan	None
Work Programme and Task Groups (Committee and Scrutiny Officer)	Monitor the rolling work programme and amend as required		Report and latest work programme	Hospital Parking Charges Task Group membership confirmed. First meeting to be arranged. Draft Property Policy review scope to be drawn up.

**Meeting 3 – 21 September 2011**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Outstanding actions (Committee and Scrutiny Officer)	To review the outstanding actions and questions		Updated Outstanding Actions and Questions document.	Noted actions and responses to previous questions.
2011/12 Quarter 1 Performance Management Report (Partnerships and Performance Section Head)	Regular review of the Council's performance		Report	Report discussed and further information requested
Community Safety Partnership Task Group update (Committee and Scrutiny Officer)	To note the progress of the task Group.		Verbal update	Scrutiny Committee informed the first meeting had taken place. The presentation to be circulated to all Councillors.
Hospital Parking Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the current Task Group(s)		Verbal update	Further meeting held and another arranged.
Forward Plan (Committee and Scrutiny Officer)	Review the Executive's Forward Plan		Report including the latest edition of the Forward Plan.	Report noted
Work Programme (Committee and Scrutiny Officer)	Agree the rolling work programme and identify suitable topics for further investigation by time limited task groups		Report and draft work programme	Reviewed 2 further scrutiny suggestions. List of previous scrutiny reports received and Members asked to identify those that need further consideration.

**Meeting 4 – 24 November 2011**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Outstanding actions (Committee and Scrutiny Officer)	To review the outstanding actions and questions		Updated Outstanding Actions and Questions document.	
Call-in	Consideration of Executive decision(s) called in			
Forward Plan (Committee and Scrutiny Officer)	Review the Executive's Forward Plan		Report including the latest edition of the Forward Plan	
Hospital Parking Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the current Task Group		Report	
Previous review update Public Pride (Environmental Services)	Policy Development Scrutiny Committee (January 2011) requested an update on recommendations 6 and 7 of the Public Pride report		Report	
Work Programme (Committee and Scrutiny Officer)	Monitor the rolling work programme and amend as required		Report and latest work programme	
2011/12 Quarter 2 Performance Management Report (Partnerships and Performance Section Head)	Regular review of the Council's performance		Report	

**Meeting 4 – 24 November 2011**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Community Safety Partnership Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the Task Group			

**Meeting 5 – 22 December 2011**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Call-in (if required)	Consideration of Executive decision(s) called in			

**Meeting 6 – 2 February 2012**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Outstanding actions (Committee and Scrutiny Officer)	To review the outstanding actions and questions		Updated Outstanding Actions and Questions document.	
Call-in	Consideration of Executive decision(s) called in			
Forward Plan (Committee and Scrutiny Officer)	Review the Executive's Forward Plan		Report including the latest edition of the Forward Plan	

**Meeting 6 – 2 February 2012**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the current Task Group(s)		Report	
Previous review update Services for the Deceased (Community Services)	Policy Development Scrutiny Committee (February 2011) requested an update on the recommendations from the Services for the Deceased report		Report	
Work Programme (Committee and Scrutiny Officer)	Monitor the rolling work programme and amend as required		Report and latest work programme	
2011/12 Quarter 3 Performance Management Report (Partnerships and Performance Section Head)	Regular review of the Council's performance		Report	
Community Safety Partnership Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the Task Group			

**Meeting 7 – 7 March 2012**

*Committee Room / 7.00 pm.*

<b>AGENDA ITEM AND REPORT PROVIDER</b>	<b>REASONS FOR INCLUSION ON AGENDA</b>	<b>EXPECTED OUTCOMES</b>	<b>REQUIREMENTS</b>	<b>FOLLOW UP / PROGRESS</b>
Outstanding actions (Committee and Scrutiny Officer)	To review the outstanding actions and questions		Updated Outstanding Actions and Questions document.	
Call-in	Consideration of Executive decision(s) called in			
Forward Plan (Committee and Scrutiny Officer)	Review the Executive's Forward Plan		Report including the latest edition of the Forward Plan	
Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the current Task Group(s)		Report	
Previous review update	Monitor the agreed recommendations from a previous review			
Work Programme (Committee and Scrutiny Officer)	Monitor the rolling work programme and amend as required		Report and latest work programme	
Community Safety Partnership Task Group update (Committee and Scrutiny Officer)	Monitor the work undertaken by the Task Group			

<b>Meeting 8 – 29 March 2012</b> <i>Committee Room / 7.00 pm.</i>				
AGENDA ITEM AND REPORT PROVIDER	REASONS FOR INCLUSION ON AGENDA	EXPECTED OUTCOMES	REQUIREMENTS	FOLLOW UP / PROGRESS
Call-in (if required)	Consideration of Executive decision(s) called in			

**Items for consideration in 2012/13**

- 20011/12 Quarter 4 Performance report (June)
- Voluntary Sector Task Group recommendations to be reviewed (July)
- Affordable Housing Review – Status of Core Strategy to be reviewed (July)



**Suggestions for topics to be scrutinised – evaluation table**

A Member/Officer suggesting a topic for scrutiny must complete this table as fully as possible. Completed tables will be presented to Overview & Scrutiny for consideration.

<b>Proposer: Councillor/Officer: Councillor Helen Lynch</b>	
<p><b>Topic recommended for scrutiny:</b></p> <p><i>Please include as much detail as is available about the specific issues and areas which should be included/excluded from the review. Should the focus be on past performance, future policy or both?</i></p>	<p>Cycling on the pavement</p> <p>A review that provides recommendations to address pedestrian safety and provision for cyclists</p>
<p><b>Why have you recommended this topic for scrutiny?</b></p>	<p>I have had many complaints at Neighbourhood Forum/residents' meetings and also from resident surveys showing that this is an issue.</p>
<p><b>What are the specific outcomes you wish to see from the review?</b></p>	<p>A proactive approach to cycling on pavements looking at enforcement, signage, cycle lanes, a 'considerate cycling' awareness programme etc. Perhaps including it in the Partnership Protected Area.</p>

Does the proposed item meet the following criteria?	
It must affect a group or community of people	It affects all residents in Watford who are pedestrians; businesses in the town that rely on footfall to trade and cyclists to feel safe travelling around the town.
It must relate to a service, event or issue in which the council has a significant stake	The prosperity and well being of the town.
It must not have been a topic of scrutiny within the last 12 months  <i>There will be exceptions to this arising from notified changing circumstances. Scrutiny will also maintain an interest in the progress of recommendations and issues arising from past reports.</i>	It has not been subject to scrutiny in the last 12 months to my knowledge.
It must not be an issue, such as planning or licensing, which is dealt with by another council committee	Not to my knowledge

<p><b>Does the topic meet the council's priorities?</b></p>	<ol style="list-style-type: none"> <li>1. Improve the health of the town and enhance its heritage</li> <li>2. Enhance the town's 'clean &amp; green' environment</li> <li>3. Enhance the town's sustainability</li> <li>4. Enhance the town's economic prosperity and potential</li> <li>5. Supporting individuals and the community</li> <li>6. Securing an efficient, effective, value for money council</li> <li>7. Influence and partnership delivery</li> </ol> <p style="text-align: center;"><i>Please confirm which ones</i></p> <p>2, 4, 5</p>
<p><b>Are you aware of any limitations of time or other constraints which need to be taken into account?</b></p> <p><i>Factors to consider are forthcoming milestones, demands on the relevant service area and member availability</i></p>	<p>No</p>
<p><b>Does the topic involve a Council partner or other outside body?</b></p>	<p>'Spokes', Police, possibly Highways, Planning Department</p>
<p><b>Please complete the 'sign off' section at the end of this document</b></p>	

<b>The following section to be completed by Democratic Services</b>	
<p><b>Consultation with relevant Heads of Service</b> (this section to be completed by Democratic Services)</p>	<p><i>It is important to ensure that the relevant service can support a review by providing the necessary documents and attending meetings as necessary. The Head of Service's comments should be obtained before the request to hold a review is put to the Overview &amp; Scrutiny Committee.</i></p>
<p>Has the relevant Head of Service been consulted?</p> <p>Is this a topic which the service department(s) is able to support.</p>	<p>Yes Proposal emailed to the Head of Planning on 4 November 2011.</p> <p>I do not believe that cycling on pavements would be an appropriate topic for the Overview and Scrutiny Committee to discuss at this time. Problems caused by cycling on the pavement in Central ward have already been raised by Cllr Martins. As a result of his comments the matter has been referred to JAG.</p> <p>PCSOs have recently been given new powers to deal with unauthorised cycling on the pavements and other such offences. This is not therefore a matter for this Council to enforce. PCSOs in Watford have not completed their training on these powers yet, but should have by the end of Nov. JAG is considering how we (WBC) can work together with police on using powers for PCSOs next week. Once a policy or approach has been agreed with/by the Police this could be forwarded on to Cllrs for comment. Otherwise I would suggest that the new regime is allowed to operate for a reasonable period and then perhaps, if considered necessary, O&amp;S could consider whether this has been effective in tackling the problems raised.</p> <p>The Community Safety Manager has advised that the Joint Action Group met on 8 November 2011 and discussed cycling on the pavement. The Police will shortly carry out a 2-week campaign to help tackle current concerns.</p>

When was the last time this service was the subject of a scrutiny review?	This particular topic has not been considered.
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<b>Sign off</b>			
<b>Councillor/Officer</b> H Lynch	<b>date</b> 01/11/11	<b>Head of Service</b> Jane Custance	<b>date</b> 04/11/11

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