



Watford 2020 Programme Closure Report

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1. Background

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

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

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

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

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

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

2. Programme of Work

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

2.1 Tranche One – Service Innovation (High Level Design)

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

The key features of the approach included:

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

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

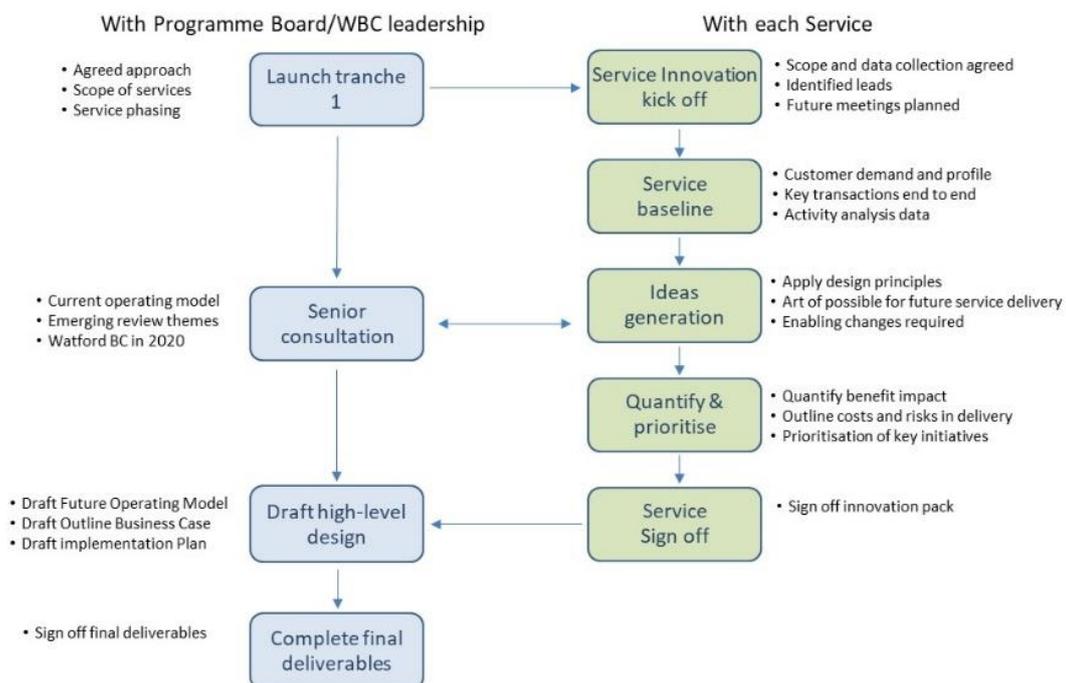


Figure 1: High level design approach

2.1.1 Senior Consultation

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

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

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

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

2.1.2 Service Innovations

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

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

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

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

2.1.3 Outline Business case development

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

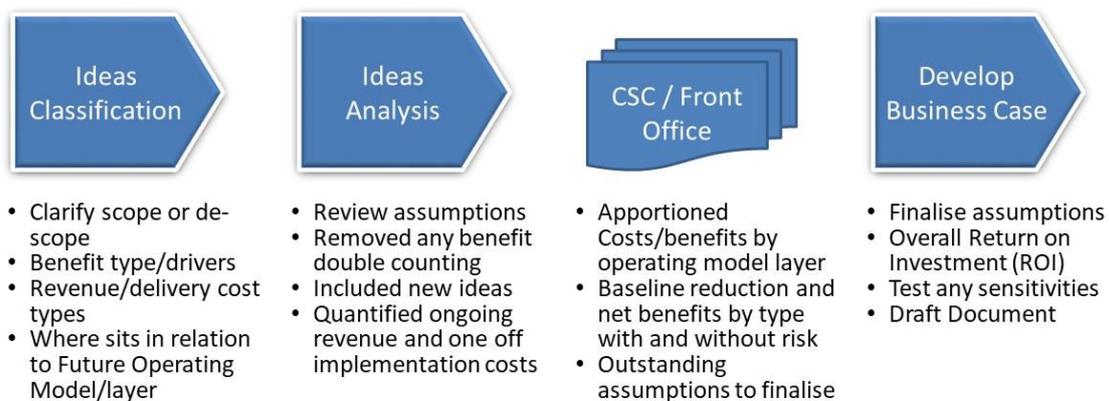


Figure 2: Approach to Outline Business Case Development

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

2.1.4 Outline Business Case Socialisation

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

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

2.1.5 Communications Plan

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

2.1.6 Watford 2020 Pulse Group

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

2.1.7 Unions

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

2.1.8 Members

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

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

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

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

2.1.9 Review of deliverables

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

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

2.1.10 What went well?

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

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

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

2.1.11 What could be improved?

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

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

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

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

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

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

Ultimately, the detailed design sought to define:

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

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

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

2.2.1 Community Protection

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

2.2.2 Options Appraisals

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

2.2.3 Recruitment of the team

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

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

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

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

2.3 Review of deliverables

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

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

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

2.3.1 What went well?

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

2.3.2 What could be improved?

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

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

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

2.4 Tranche 3 – Enabling Projects

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

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

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

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

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

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

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

2.4.1 What went well?

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

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

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

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

2.4.2 What could be improved?

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

2.5 Tranche 4 – Supporting Strategies

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

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

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

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

2.5.1 What went well?

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

2.5.2 What could be improved?

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

2.6 Tranche 5 – Our People

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

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

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

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

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

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

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

2.6.1 What went well?

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

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

2.6.2 What could be improved?

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

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

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

2.7 Tranche 6 – Ways of Working

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

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

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

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

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

2.7.1 What went well?

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

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

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

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

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

2.7.2 What could be improved?

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

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

3. Lessons Learnt and Recommendations

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

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

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

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

4. Achievement of Objectives

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

4.1 Objective 1

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

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

4.2 Objective 2

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

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

4.3 Objective 3

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

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

4.4 Objective 4

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

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

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

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

4.5 Objective 5

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

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

5. Achievement of Expected Benefits

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

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

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

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

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

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



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

6. Staff

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

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

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

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

7. Investment Analysis

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

7.1 Financial Benefit

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

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

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

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

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

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

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

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

7.2 Expenditure

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

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

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

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

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

7.3 Analysis and Lessons Learnt

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

8. Outstanding Tasks

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

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

9. Residual Risk Analysis

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

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

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

10. Conclusion

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

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

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

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