



**WATFORD
BOROUGH
COUNCIL**

COUNCIL MEETING

21 March 2017

7.30 pm

Town Hall, Watford

Publication date: 13 March 2017

Contact

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

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13 March 2017

Councillor

You are hereby summoned to attend a meeting of the Council of the Borough of Watford to be held on Tuesday, 21st March, 2017 starting at 7.30 pm at the Town Hall, Watford to take into consideration and determine upon the following subjects, namely: -

- 1. Apologies for Absence**
- 2. Disclosure of Interests**
- 3. Minutes**

The minutes of the meeting held on 24 January 2017 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

(All minutes are available on the Council's [website](#).)

- 4. Official Announcements**
- 5. Mayor's Report (Pages 7 - 12)**
- 6. Questions by Members of the Council under Council Procedure Rule 10.0**
- 7. Questions by Members of the Public under Council Procedure Rule 11.0**
- 8. Petitions presented under Council Procedure Rule 12.0**
- 9. Business especially brought forward by the Chairman or the Head of Paid Service which in the opinion of the Chairman should be considered as a matter of urgency.**
- 10. To approve Watford Borough Council's Corporate Plan 2020 (update 2017) (Pages 13 - 46)**

Report of Cabinet 6 March 2017

11. To submit the Local Plan Part 2 - Site Allocations and Development Management Policies for examination (Pages 47 - 108)

Report of Cabinet 6 March 2017

12. Motions submitted under Council Procedure Rule 13.0

1. The following motion has been proposed by Councillor Rabi Martins and seconded by Councillor Jackie Connal:

“Council recognises that this is the 10th Anniversary of the Town’s status as a Fairtrade Town and wishes to record its thanks to all those who have helped promote and ensure extensive access to products displaying the Fairtrade Mark in our local shops and other establishments

Council further notes that supporting Fairtrade helps Watford enhance its reputation as a place that actively seeks to ensure that producers of goods from developing countries sold in the town get a fair price for their goods and labour. Council believes this is not only the right thing to do but that it also enhances the town’s reputation as a family friendly town both here and abroad, particularly in the producer countries

The Council therefore resolves to:

- *Continue to promote the sale and purchase of Fairtrade Products in the town*
- *Improve the awareness amongst local people of the impact on children, adults and families of producers around the world which results from unfair pricing for their goods and services*
- *Persuade those responsible for purchasing and supplying goods that Fairtrade creates significant opportunities for all and is good for sustainable development.*
- *Keep the Council’s procurement policies under review : and encourage the purchase and use of products from Fairtrade suppliers whenever possible*
- *Encourage its partners and other agencies it works closely with to promote the use of Fairtrade products by its suppliers and users of their services*
- *Continue to promote Watford as a Fairtrade Town through the Fairtrade Steering Committee and Support Group such that Fairtrade issues and practices remain high on the agenda all businesses, commercial organisations and voluntary organisations.*

Council also calls on our local M.P. Richard Harrington to urge the Secretary of State for International Trade, Liam Fox to make it easier for developing countries who rely on Fairtrade to sell higher value products to the UK.”

2. The following motion has been proposed by Councillor Kareen Hastrick and seconded by Councillor Tim Williams

“Council recognises that bus services are a lifeline to many residents in Watford without access to a car.

Council notes with concern plans by Mullany’s Buses to withdraw the R8 and 346 routes as of 1st April 2017.

Council further notes that the withdrawal of these services would leave residents of the Kingswood and Leavesden Green estates without a bus service at all. Residents in Nascot Village, Tudor and Meriden also face a reduction in service that would have a negative impact on elderly people, residents with disabilities, Watford UTC students and those on low incomes.

The Council therefore resolves that:

The Mayor will write to Cllr Derrick Ashley, portfolio holder for transport at Hertfordshire County Council (HCC) calling for:

- o HCC to approach alternative operators with a view to continuing a service on both routes on a commercial basis.*
- o HCC to consider making these routes ‘socially necessary’ services and provide financial support if an operator is unwilling to take on these routes commercially. “*

3. The following motion has been proposed by Councillor Bilqees Mauthoor

“I would like to call on this council to help find strategic ways across party to help tackle loneliness.

This Council notes that being or living alone in total isolation can be a public health issue and risk that must be tackled starting at a local level.

It is estimated one in ten people of pensionable age living in our constituency are likely to be classed as lonely or severely lonely.

This Council must recognise that:

1. Loneliness is detrimental to our health and well-being, therefore increasing the risk of heart disease putting people at greater risk of certain medical complications. It is known that those who tend to be lonely are more likely to smoke 15 cigarettes a day. It can also cause depression and other mental health issues.

2. Loneliness makes people more likely to drink excessive intake of alcohol, eat more and exercise less this again causes huge implications to the health.

3. Raising awareness of the health impact of loneliness is important because it affects people across all ages, gender or culture but more so it can affect older people who are most vulnerable in society.

I am requesting that councillors and the local borough or relevant authority as a whole and cross party can play a key leadership role by being a beacon to ensuring Watford is the town in which people maintain and encourage social connections especially that Watford is proud to be so diverse in culture and ethnicity.

Council is asked to set up a scrutiny task group to investigate the prevalence of loneliness within the Borough. To invite all relevant stakeholders to come and give evidence and to make any necessary recommendations.”

A handwritten signature in black ink, appearing to read 'Manny Lewis'. The signature is fluid and cursive, with a large loop at the end.

Manny Lewis, Managing Director

Mayor's Report, March 2017

Herts Police

I have spoken regularly with Chief Inspector Sandwell of Hertfordshire Police, particularly regarding the traveller incursion onto the Bill Everett Centre site and large-scale flytipping which occurred. It is clear that tipping on this scale is not the work of petty criminals but an organised crime gang. I am pleased that police have seized two tipper trucks, and an operation is ongoing to identify perpetrators and bring them to justice.

Health and Social Care

I have met with the Chief Operating Officer of West Hertfordshire NHS Trust and with the Chief Executive of Hertfordshire County Council to discuss the provision of social care, and the difficulties involved in transferring patients from hospital into an environment with the appropriate level of care – either in a patient's own home or in a specialist care home. I raised concerns with both organisations that West Hertfordshire is seeing greater delays in transferring patients from hospital to care than elsewhere in the County, which is impacting on A&E waiting times. I will continue to hold regular meetings with both partners where I will be hoping for improvement.

I have spoken with the Chief Executive of the West Herts Hospital's NHS Trust (WHHT) regarding the Trust's performance, plans for the estate and issues raised by residents with me and my office.

I am continuing to lobby WHHT to make improved car parking a top priority in their immediate plan for the Watford General Hospital estate. Residents rightly complain about the difficulty in finding a space, the poor surface and the steep slope which can be difficult to climb for many patients.

I have regular meetings with Richard Harrington MP, and our hospital and local care services are top of the agenda. I will continue to lobby for a joined-up health and social care system which is properly funded and can look after the needs of elderly patients.

Fairtrade Town – Tenth Anniversary

I celebrated the tenth anniversary of Watford's 'Fairtrade Town' status with councillors and members of Watford Fairtrade Steering Committee.

I thanked Brian Mee for years of dedication and commitment during his time as chair of the Fairtrade Steering Committee, and look forward to working with Cllr Rabi Martins who will take over as the group's chair this year. Celebrations for 'Fairtrade Fortnight' have taken place at several churches and local businesses across the town. Ten years on Watford

remains committed to the Fairtrade project and I hope our efforts to support farmers and suppliers in developing countries continue for decades to come.

Watford BID

I attended Watford BID's first Service Excellence Awards ceremony, which recognises teams and individuals from our town centre businesses who have provided exceptional customer service.

I have met regularly with officers from Watford BID to discuss matters affecting the town centre. Work is progressing well on the intu extension. The first of 5,000 tonnes of steel arrived on site earlier this year and the frame of the new building can now be seen from the High Street.

Family Friendly Town

I attended the opening of the new Harebreaks play area, with around 50 pupils from Beechfield School, teaching staff, the community policing team and our contractors. The new equipment provides a more challenging play experience and is 12 metres high, with two giant slides, bridges, tunnels and rigging to climb. Feedback from the children and teachers was fantastic, and I am looking forward to opening our state-of-the-art new challenging and adventurous play area at Harwoods Rec later this year.

The council will also be expanding our range of holiday activities across the borough during the Easter and Summer holidays, including more activities at Watford Museum and at Cassiobury Park.

In addition our popular big events series returns this year, starting with Big WordFest. The festival kicked off on 11th March with activities at Watford Museum and the return of our WordFest parade through the town with some fantastic costumes as residents of all ages dressed up as their favourite book characters.

I visited Garston Park to inspect some of the refurbished footpaths and cycle lanes which have been resurfaced, painted and given wooden edging as part of a joint project between Watford Borough Council and Herts County Council. Over 2km of paths have been refurbished.

Construction work on the Cassiobury Park project is entering its final stages and I am looking forward to the opening of the new paddling pools and Cassiobury Hub building in time for the May bank holiday weekend.

The council is continuing to invest in sports facilities, and I am pleased that tennis courts across the borough will be resurfaced and improved this year.

Oxhey Park

The council held drop-in sessions at Wellspring Church for residents interested in our plans for new facilities for Oxhey Park North.

We are looking to provide an exciting new off-road cycling track, BMX course and skate park, as well as enhancements to the riverside. These include a new footbridge, new ponds, tree and wild flower planting, improved pedestrian footpaths and a café with a riverside terrace.

Allotments

I am pleased that new plots have now been opened at our extended Paddock Road allotments in Oxhey, as a result of the closure of Farm Terrace. If you would like an allotment, plots are now available to rent.

Housing

I welcomed the approval by the council's Development Management Committee for a new 40 bed temporary accommodation block to be built on council-owned land off Tolpits Lane. The steep rise in property values locally has forced more and more families out of their home through no fault of their own, and the number of families in temporary accommodation stands at over 200. This new development will provide a safe environment for homeless families while they get back on their feet. It is important to me that we provide temporary accommodation within the town where possible to allow children to stay at local schools and for families to be close to friends and relatives who can help support them during this period of difficulty, worry and stress. This project will be delivered by our joint venture between the Council and Watford Community Housing Trust- Hart Homes.

I am also pleased that the council is looking at innovative ways of providing temporary accommodation. A pilot scheme on Balmoral Road will involve building several modular houses for families requiring temporary accommodation. Modular housing units look like traditionally built homes, but are built in a factory and installed quickly and easily on site in a matter of days. They have a similar expected lifespan to a traditionally built house and are subject to the same planning and building control regulations.

I welcomed our successful application for £300,000 of Government funding for a programme to reduce rough sleeping in Watford. The project will be delivered by New Hope, and the additional funding will help us supplement our existing Rough Sleeping Prevention Service by providing additional support around drug and alcohol misuse, mental health care, and legal and financial issues. I met the Chief Executive of New Hope to discuss their excellent ongoing work in supporting rough sleepers and preventing homelessness in Watford and the surrounding area.

I met with the Chief Executive and Head of Customer Services at Watford Community Housing Trust to discuss progress at the Boundary Way development, estate maintenance and to receive an update on boiler and lift repairs at the Meriden. I was pleased to hear that the problems with hot water and heating which affected residents in the high-rise blocks and surrounding flats have been permanently fixed.

Plans are coming forward for the first phase of housing on the Health Campus site, off Willow Lane. The development will be known as Watford Riverwell, due to its location by the Colne and fitting in with historic place names in the area, Holywell and Brightwell. The development will provide much needed high quality housing including homes for social and affordable rent, plus public open space, parking and a new children's play area.

Digital Watford

Our 'Digital Watford' programme continues to develop. Cabinet recently approved plans for telecommunications equipment to be installed at council buildings to provide both wireless business broadband, and a low powered wide area network (LoRaWan) which will enable an 'internet of things' pilot.

This network would enable a wide range of devices to receive and transmit data. For example, bins will be able to transmit a signal when they require emptying, or sensors communicating when a parking space is available.

Changes at our Customer Service Centre have seen an electronic queuing system introduced and more self-serve facilities to allow residents to access the most commonly requested services without having to stand in a queue.

Our town centre free Wi-Fi continues to expand its user base, with nearly 40,000 registered users. Wi-Fi is also now available in the Town Hall reception area.

Graham Taylor tributes

I represented the Borough Council at the funeral of Graham Taylor at St. Mary's Church on 1 February.

Since Graham's death I have been contacted by many fans who wish to see a statue of Graham installed in the town. The Football Club have discussed the matter with Graham's family and are now seeking to install a statue of Graham outside the stadium. The council will work closely with the Football Club and we will inform residents when a location for the statue and details have been agreed.

A memorial fixture between Watford and Aston Villa will also take place in the pre-season.

Engaging with our communities

As ever, a lot of my week involves visiting and supporting our town's community groups, charities and public events.

Over the past few weeks:

I provided a voice-over for the 'voice of God' in the Pump House Theatre's production of Monty Python's 'Spamalot'.

I joined Watford Polish School for their traditional celebrations evening at Holywell Community Centre, which was well attended and raised funds to continue educating Watford's Polish children about the language, culture and traditions of Poland.

I visited Playskill on St Albans Road with Cllr Collett to find out more about their work. Playskill is a local charity that runs parent and child term-time groups for pre-school children with special physical needs. I have supported them since their creation in 2006, and I thanked the staff for their professionalism and dedication, and the high quality support offered to families.

Report to Council – 21 March 2017

Report of Cabinet – 6 March 2017

Cabinet met on 6 March 2017. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present: Mayor Dorothy Thornhill
Councillor Peter Taylor
Councillor Karen Collett
Councillor Stephen Johnson
Councillor Iain Sharpe
Councillor Mark Watkin

Also present: Councillor Nigel Bell
Councillor Kareen Hastrick

The following was a recommendation to Council:

79 Review of Corporate Plan 2020: revised for 2017/18

Cabinet received a report of the Managing Director which presented the revised Corporate Plan 2020. This followed a comprehensive review of the council's corporate framework in 2016 including the vision, priorities and values.

The Managing Director explained how the corporate plan would cover the period to 2020 in the context of a significantly reduced budget from the government with the council losing the Revenue Support Grant by the end of 2020. However, the council retained its ambition to be bold and progressive. The population during this period was expected to reach 100,000 in the town. There were five major priorities in the plan:

1. Identify ways to manage the borough's housing need
2. Champion smart growth and economic prosperity
3. Provide for our vulnerable and disadvantaged communities
4. Deliver a digital Watford
5. Secure our own financial future.

The Managing Director continued that the Medium Term Financial Strategy as set out in the corporate plan demonstrated that the council's financial position was stable and sound. He described Watford 2020 which was an overarching plan to achieve a number of key objectives such as digital Watford, where the council was looking at service innovations to deliver services more efficiently and effectively. The council would adopt a more commercial approach and ensure it was maximising accommodation effectively by deploying property assets and reviewing the utilisation of the Town Hall. The council would also ensure that the IT and HR strategies were fit for purpose to deliver the council's ambitions. The proposals within the corporate plan were measurable and would be accountable at Cabinet and at Portfolio Holder meetings.

The Mayor thanked the Managing Director for the work on the corporate plan. She commented that as she was almost in her last year of office the corporate plan would ensure there was a firm foundation for whoever was Mayor in 2018.

RESOLVED:

That Cabinet:

1. notes the revised draft Corporate Plan 2020 and recommends it to Council.
2. notes that the corporate work programme within the plan will underpin service plans and staff's individual work programmes as set out in their annual performance development reviews.
3. notes the corporate work programme set out in the plan will be monitored through the year.

Appendix

Report to Cabinet, 6 March 2017
Corporate Plan 2020 (revised 2017/18)

PART A

Report to: Cabinet
Date of meeting: 6 March 2017
Report of: Managing Director
Title: Review of Corporate Plan 2020: revised for 2017/18

1.0 **Summary**

1.1 This report presents the council's revised Corporate Plan 2020.

1.2 Last year, the council undertook a fundamental review of its corporate framework including its vision, priorities and values. The revised vision, priorities and values underpinned a refreshed Corporate Plan, which established the council's direction and corporate programme of work to 2020.

1.3 Over the last year, the council has focused on progressing work identified within the Corporate Plan and reviewed progress on what it set out to achieve during year 1 of the plan - 2016/17. It has also considered emerging challenges and opportunities, in order to ensure the plan continues to reflect the council's ambitions for the town and the organisation to 2020.

1.4 Through this process, a number of new areas for inclusion in the corporate work programme have been identified. These are now reflected in the draft Corporate Plan 2020 for next year – attached at Appendix A, which is presented for consideration and approval.

2.0 **Recommendations**

2.1 To note the revised draft Corporate Plan 2020 and recommend it to Council (Appendix A).

2.2 To note that the corporate work programme within the plan will underpin service plans and staff's individual work programmes as set out in their annual performance development reviews.

2.3 To note the corporate work programme set out in the plan will be monitored

through the year.

Contact Officer:

For further information on this report please contact: Kathryn Robson

telephone extension: 8077 e-mail: kathryn.robson@watford.gov.uk

Report approved by:

Manny Lewis, Managing Director

3.0 Detailed Proposal

As part of its business planning cycle, the council undertakes an annual review of its corporate planning framework (the organisation's vision, priorities and values) and its Corporate Plan. Through this process the council reviews, and agrees, what is important for the town and the organisation over the medium-term and where it should focus resources to deliver good quality services to our community and real improvements to the borough.

The Corporate Plan is, therefore, the council's key planning document, which underpins its corporate programme of work and by which it can measure its achievements. From the plan the council develops its service plans which, in turn, inform the work programme of each team within the council and the individual objectives of each member of staff, identified through our annual performance development review process.

3.1 Corporate Plan 2020 – reviewed for 2017/18

3.1.1 A revised council vision, priorities and values were agreed last year to provide direction for the organisation to 2020 – see pages 6-7 of Appendix A. These shaped the Corporate Plan for the medium term (the next four years) but with acknowledgement that an annual review of the plan needs to be undertaken to identify:

- what has been achieved (and can, therefore, be removed from the corporate work programme)
- work that is still in progress and needs to be carried forward (with appropriate updates to reflect the milestones achieved during the past 12 months)
- new areas of work, based on the emerging challenges and opportunities for the council, that should be included in the revised corporate work programme.

3.1.2 One new area of work set out in next year's plans is the Watford 2020 transformation programme – see page 5. This was initiated during 2016/17 and five distinct work streams are now established to support the overall transformation that is the underlying ambition of the programme. Each of the work streams (Digital Watford, Service Innovations, Commercialism, Accommodation Review and effective supporting strategies – such as ICT and HR) is now identified in the corporate work programme.

3.2 Delivery and monitoring

3.2.1 To support the implementation of the Corporate Plan a detailed delivery plan is

being developed. This delivery plan 'sits beneath' the plan and sets out how the projects and development areas within the plan will be delivered in the short-term (2017/18). It contains quarterly milestones, identifies the key staff resources that will be required to ensure effective project delivery and outlines how the organisation will measure success at the end of 2017/18. This delivery plan informs service planning and quarterly monitoring and is, therefore, adaptable across a number of the council's business planning and monitoring processes.

- 3.2.2 The council has also established a range of governance procedures to support the monitoring of its corporate work programme. These include Portfolio Holder reviews, Programme Management Board (PMB), Digital Watford Board and the Finance Review Board.

4.0 **Implications**

4.1 **Financial**

- 4.1.1 The importance of securing the council's financial future is a priority within the Corporate Plan and work to achieve this is outlined under this priority, including the council's drive to develop a more commercial approach through an agreed commercialisation strategy. The council has developed a Medium Term Financial Strategy, which supports the synergy between its financial and corporate planning and identifies how the council will make sure it links its financial decisions to the delivery of the Corporate Plan.

4.2 **Legal Issues** (Monitoring Officer)

- 4.2.1 The Head of Democracy and Governance comments that the Corporate Plan is one of the policy framework documents listed in the constitution that has to be approved by Council. The current plan will be presented to Council in March.

4.3 **Equalities**

- 4.3.1 An EIA has been developed and addresses the council's public sector equality duty under s149 of the Equality Act 2010
The Corporate Plan is informed by the Watford context, including an understanding of the demographic make-up of the borough's community and feedback from local people on the issues that are important to them. An overall equality impact analysis has been undertaken on the Corporate Plan and impact analyses will be undertaken on specific projects/programmes where relevant.

4.4 Risks

4.4.1	Potential Risk	Likelihood	Impact	Overall score
	<i>The council's corporate plan and its Medium Term Financial Strategy work together to achieve outcomes identified within the plan. Failure to link the two effectively might result in insufficient financial resourcing for areas of work identified or failure to meet financial targets.</i>	1	4	4
	<i>The council has acknowledged the importance of the organisation taking ownership of its corporate planning framework to ensure there is commitment to delivery and that targets are achieved. Failure to achieve this 'buy-in' could delay projects and programmes and impact on overall deliver. A full communications plan is being developed to engage and communicate with staff.</i>	2	4	8
	<i>The Corporate Plan represents a significant programme of work. The organisation needs to understand the interdependencies of the areas of work identified and their call on time / resources. Failure to do so effectively would risk delivery.</i>	2	4	8
	<i>The Corporate Plan represents a significant programme of work. There is potential for slippage and failure to meet milestones without robust project and programme management.</i>	2	4	8

4.5 Staffing

4.5.1 The Corporate Plan is a key document for staff and provides an important part of the council's performance framework that supports services to develop their own delivery plans, which in turn inform individual staff objectives and outcomes. The corporate values, which form part of the corporate planning framework, provide staff with clear expectations on the way we work and the behaviours we expect.

An 'at a glance' version of the plan will be developed to promote easy access by

staff and to build greater understanding and ownership.

Appendix A: Corporate Plan 2020 (revised: 2017/18)



MAKING
WATFORD
BOLD & PROGRESSIVE

Watford Borough Council's Corporate Plan to 2020

2017/18



Introduction to our Corporate Plan

Last year we introduced our new vision, priorities and values for Watford and made a clear statement about our ambitions for the town to 2020.

Over the past year, we have lived up to our values of being ‘bold’ and ‘progressive’ and have made great progress in delivering the commitments set out in our Corporate Plan. At the same time we have taken time to look at our emerging opportunities and challenges and reviewed this plan to make sure we are still on the right course for Watford and the council.

Our service improvement proposals, which we highlighted in last year’s Plan, are making great strides but we realised that we could achieve even more by bringing together our digital plans for the council and the town into an overall transformation programme, which we have called ‘Watford 2020’. Our customers are at the heart of Watford 2020 as is our determination to retain the high quality services that residents value

We have included our drive to secure our financial future in Watford 2020 as the programme is critical to making sure we are in a good position financially by the time the money we get from government ends in three years’ time. This involves what we are doing to be a more business-like council and ensuring all our services are as cost effective and efficient as possible. It also sets us the task of making sure we maximise our income and are getting the best use out of our property assets.

The town’s major projects are making great strides but remain a critical area for focus as delivery is vital to the on-going success and prosperity of the town. Over the lifetime of this Plan, we will see some of the transformational projects we have been driving and supporting come to fruition, including the exciting development at Intu and Watford Health Campus. Last year, we marked a fantastic milestone for the Campus with the opening of the new road to Watford General Hospital and the start of the first business zone, which will deliver new jobs to the town later this year.

Watford continues to be a place where people want to be. This doesn’t happen by accident, keeping somewhere vibrant, attractive and welcoming takes effort and really bold forward -thinking. Sometimes, the decisions are difficult and certainly not universally popular. What is important is that, as a council, we have recognised that change will happen to the town, whether we get involved or not. Our role is to ensure this change or growth is shaped in the best way possible and that it brings real benefits to the town. A good example, is Intu and the fantastic new centre that will be opening next year – by working with Intu, the Council has facilitated a town centre cinema, which local people said was a priority for Watford. Other benefits include generating money to invest in our parks and open spaces and sports and leisure facilities.

A key theme throughout this Plan is the importance we place on communicating with our residents and community and ensuring you have every opportunity to feedback to us and share your views. I, along with your local councillors, welcome hearing from you and would encourage you to get involved in shaping our plans and decisions.

As ever, if you have any comments on the Corporate Plan, our plans, major projects or the Council, then email me on themayor@watford.gov.uk or call 01923 226400 and ask for the Mayor’s office.

A handwritten signature in blue ink that reads "Dorothy Thornhill". The signature is written in a cursive, flowing style.

Baroness Dorothy Thornhill MBE

Elected Mayor of Watford

Shaping our Corporate Plan

Our Corporate Plan sets out our ambitions for Watford and how we will deliver these commitments by 2020. It is underpinned by our corporate vision, values and objectives as well as the Mayor's priorities for the town during her fourth term in office.

As our organisation's key strategic programme, the Corporate Plan sets our direction and programme of work for the medium term. For 2017, whilst we have undertaken a review of our corporate projects and areas of work, we are building on last year's plan making sure that we capture our achievements as well as carrying forward areas of work still to be completed. At the same time, our review enables us to identify new and emerging projects that support our vision and deliver our priorities.

Through our review we remain committed to some key principles in shaping what we do:

- we cannot meet the financial challenge and the opportunities to be more commercial and entrepreneurial without making fundamental changes to the way we do business
- we cannot afford to scale back our ambition for the borough and the Council.
- we need to be more creative, innovative and resilient if we want to continue to be successful as we go forward.

Watford is changing

We know Watford is changing. Its success as a town means it is an extremely popular place to live, work and visit. This means the pace of economic and population growth is high. This has impacted on house and rental prices over the last few years and housing is now certainly top of the challenges we need to address as a council. We also know we have a shifting demographic, with a growing young, diverse population, and rising pressure on local infrastructure and services. We will be a town of 100,000 people this year.

Additionally, the expectations of our communities continue to rise; they expect high quality and responsive services and a Council that is prepared to listen to them and deliver services not just in office hours but in many cases 24/7. The pace of life is fast, supported by new technologies, and citizens expect their councils to modernise in line with the opportunities new technologies bring.

We are committed not just to keeping up with change but to look to the leading edge of what new technology can deliver where it supports our goals.

Fulfilling our ambitions

Our Corporate Plan needs to reflect how we can seize every opportunity that comes our way to deliver new homes, create jobs and opportunities for our residents and to make economic growth work for Watford so that our residents can benefit and share in our borough's success. We need to understand how we can secure our own finances and protect services we know are important to residents whilst also ensuring we listen and respond to our community in a way that meets their needs. We need to ensure that housing growth takes place in sustainable locations with appropriate infrastructure in place and that the town's character and residential areas are protected.

A critical driver for this Corporate Plan is our need to respond to the government's on-going reduction in funding to local government with the removal of revenue support grant by 2020. The revenue support grant has been an integral part of funding for local government for many years and so this presents a real step change for all councils. For Watford Borough Council, it meant a loss of around of £3million of revenue (on top of the £5million worth of savings we have already had to make since 2010), which was a significant proportion of our budget (see pages 21-23) for details of our budget and financial planning). However, it also means that, if we get it right, we have the opportunity to plan and manage our finances in a way that is no longer dependent on central government funding decisions, so our financial future is very much in our own hands.

Everything we outline in this Plan is informed and influenced by our requirement to secure our financial future without diminishing our ambitions. This is why it is so important that this Plan sits alongside our Medium Term Financial Strategy. Together they set out how we will establish the basis to deliver on our key priorities, which will maintain Watford as an exceptional borough providing opportunities for all that live, work and visit here.

This Corporate Plan, therefore, responds to our vision by challenging us to continue to be bold and progressive, despite the constraints, so that we create the environment the Council needs to thrive and fulfil its ambitions for the town.

We will need to be an excellent organisation

To do these things and to do them well, we will need to maintain and achieve high performance across all of our functions. We need to have the people, skills and key infrastructure, such as IT systems, in place so that we can be dynamic and responsive, fast and flexible, innovative and creative. We also want to be outward looking as an organisation, engaging with our communities and building partnerships across the private, public and voluntary sectors that support us in delivering for the town. For our staff, this Corporate Plan provides the direction on how they can contribute to the town and the Council's success and challenges them to look at how they work to see if there are new and better ways to deliver services.

In the last year, our transformational Watford 2020 programme has set us on a clear path to delivering this excellence. We have engaged with our staff and members on what this means for them as to be successful we know everyone needs to be involved and play their part.

How we will deliver

This plan outlines how we will deliver our priorities whilst ensuring we maintain the high quality we have achieved in delivering our core areas of business such as waste and recycling, street cleaning, revenues and benefits and planning performance. Indeed, ensuring we manage performance across the Council so that our key business areas provide the service levels our residents expect is a key theme underpinning everything set out in this plan.

The Watford 2020 programme is the overarching transformation plan:

OUR WATFORD 2020 PROGRAMME

Through our Watford 2020 programme we are embarking on a major change and improvement journey. This programme isn't just about transforming how the council operates, but also providing a digital infrastructure for our town that provides local businesses with a competitive advantage and enhances the quality of life of residents.

A programme plan for Watford 2020 has been developed and includes four streams of work:

Digital Watford – we are delivering a series of projects that are focused on creating an effective digital infrastructure within and outside the Council; transforming how Council services are provided and ensuring Watford businesses and residents have access to the technology and skills to maximise opportunities.

Service Innovations – we are embarking on a programme of service reviews to streamline council services ensuring they are joined up, digital and customer focused.

Commercialism – we are positioning the Council to generate income by functioning as a commercially astute business with an entrepreneurial approach to developing new opportunities whilst remaining faithful to our core values.

Accommodation Strategy - we are looking at the Town Hall complex to see if we could design it better to support more efficient and flexible working and to make sure we are making the most of it as an asset and if there is scope to share our buildings

Supporting Strategies – we are developing and initiating a range of strategies to ensure the culture, skills, communication and technology is in place to deliver the ambitions of the programme.

Part One

The Council's Vision, Priorities and Values

OUR VISION: To create a bold and progressive future for Watford

Our vision reflects our approach to the current challenges and opportunities facing the Council as an organisation and the town as a place to live, work, visit and study. We want to champion our town so that it is a place where all our communities thrive and prosper, benefitting from strong economic growth and good quality local services and facilities. This will require the Council to be innovative, explore new ways of working and champion initiatives that will transform the town and the organisation. More of the same isn't going to secure the future we want for Watford, which is why **bold** and **progressive** lie at the heart of our ambitions.

OUR FIVE PRIORITIES:

Supporting this vision, the Council has 5 priority areas of work. Our priorities are critical to the Council achieving successful outcomes for its ambitions for the town.

1. Identify ways to manage the borough's housing needs
2. Champion smart growth and economic prosperity
3. Provide for our vulnerable and disadvantaged communities
4. Deliver a digital Watford to empower our community
5. Secure our own financial future

In addition, our core, day to day business underpins everything we do and all of our work and effort contribute to our success. In particular, we recognise the importance of 3 key areas in making us an effective organisation, in touch with our residents and delivering in the areas and in a way that they expect. These are:

- Effective two-way engagement and communication
- Sound management and high performance
- Improving the town's environment.

OUR VALUES:

Our revised corporate values reflect the behaviour we expect our staff to demonstrate in their work and clearly establish how they contribute to delivering our new vision.

1. **BOLD:** We work as a team and we make things happen
2. **PROGRESSIVE:** We are ambitious, we are innovative and we are welcoming

Our values focus on taking forward our new corporate agenda. We are more confident that the behaviours of being fair, showing integrity, and being inclusive are now embedded across the organisation.

OUR CORPORATE FRAMEWORK



VISION AND PRIORITIES



DAY TO DAY BUSINESS

BOLD: We work as a team and we make things happen

PROGRESSIVE: We are ambitious, we are innovative and we are welcoming

VALUES

Part Two

Watford today

Watford is a place to be proud of, and as a council, we plan to keep it that way. We value our clean streets, well-kept parks, and places for children to play, the vibrant high street and diverse range of activities and facilities across our borough. We have a diverse and cohesive community who add to the vibrancy of our town and our residents are generally satisfied with the Council and their local services. Understanding our town and our community helps us to identify what shapes Watford and the challenges and opportunities we face as a council to champion our town.



Population: 96,400 over an area of **8.5 sq. miles**

Young population: average age **36.46** years

Diverse population: **38% BME**

39,052 households

Average household size: **2.46** people

High proportion of single person households: **31%**

High number of households in rental accommodation: **37%**



High growth in house prices and demand:

Most in demand place to live on the tube map (2015)

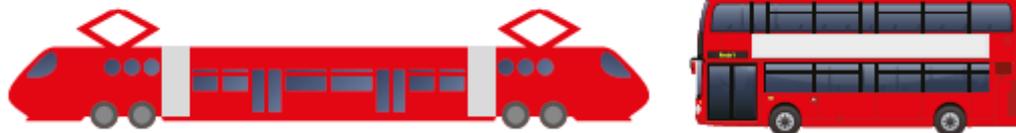


Voted 9th happiest place to live in the country

8 Green Flag award winning parks



Career Builders: Singles and couples in their 20s and 30s progressing in their field of work from commutable properties – most common MOSAIC group: **12%**



5th best connected borough in UK - M1, M25, West Coast Mainline, Overground, Underground

Direct services to London Euston in **16** mins



4,000 active businesses **57,000** jobs

Low unemployment / high level of qualifications

48% of Watford employment is in Knowledge Sectors

9.8% self-employment rate

72% of residents are satisfied with how Watford BC runs things (2nd highest in Hertfordshire: 2015)

Part Three

How we will deliver our priorities

1. Identify ways to manage the borough's housing needs

Watford is a popular place to live. Its location close to London, great road and rail links, good schools and employment opportunities have seen demand for homes in the town increase over recent years. However, it has also meant rising house prices and rental costs, which has put affordability under pressure.

As demand and housing costs rise, we have seen unparalleled numbers of people presenting at the Council with housing issues and the solutions available to us have been severely under pressure. We have already started some innovative work to tackle the supply of housing available, particularly affordable housing and additional temporary accommodation for those in urgent need, including setting up a joint venture with Watford Community Housing Trust to deliver new homes.

Our challenges

- Over-heated housing market – high demand and high prices
- High use of temporary accommodation
- Affordability under pressure
- High rental costs
- Overcrowding and deteriorating standards in rental homes
- Growing population
- Limited space in the borough for new homes
- Household and demographic changes

Our opportunities

- New models of delivery including the joint venture
- Strategic sites identified for the delivery of new homes

Highlights of what we have achieved so far:

- 245 homes delivered (2015-16)
- Supply of sites for 13.4 years identified
- 'Skyline – Watford's Approach to Taller Buildings' approved to set out our approach to taller buildings, including design criteria; tall buildings modelled to understand impact on townscape
- Joint Venture Companies with Watford Community Housing Trust established and first project to deliver temporary accommodation and new homes progressed (Tolpits Lane)
- Modular temporary accommodation solution to deliver cost effective temporary accommodation identified
- Proposals for the first homes on Watford Health Campus submitted (Willow Lane) following engagement with local community on the plans

We will continue to deliver this priority by:

- Supporting the continuing delivery of the Council's target of 260 new homes per annum
- Delivering the next phase of our Local Plan so that it reflects the borough's housing needs
- Completing the first new homes and temporary accommodation (including 40 homes at Tolpits Lane) delivered through the Hart Homes Joint Venture and explore further opportunities
- Securing planning approval and completing the delivery of the modular temporary accommodation
- Updating planning policy statements on affordable housing
- Working with our Watford Health Campus partners on the delivery of new homes at the Willow Lane and Riverside zones, including securing affordable homes
- Securing new homes, including affordable homes as part of the town's major projects including the Western Gateway, Watford Junction and further homes on Watford Health Campus and on other potential sites such as appropriate garage sites
- Delivering the Housing Improvement Plan to:
 - Deliver a step change in service delivery through new ways of working, better business processes, a review of service structure and roles, improved communications and stakeholder involvement and new pathways for service users
 - Deliver a review of housing-related policies (Nominations Policy, Homelessness Strategy and Private Sector Housing Renewal Policy)
 - Respond to the Homeless Reduction Bill requirements
 - Undertake move of Disabled Facilities Grant to Hertfordshire County Council
 - Maximise access to available funding
 - Improve temporary accommodation income collection
 - Ensure fit for purpose and cost effective temporary accommodation provision
 - Access new private sector provision

2. Champion smart growth and economic prosperity

Watford has been extremely successful in building a strong local economy. By being forward-thinking and having the right plans in place, we have secured local employment, retained businesses and remain an attractive place for investment. We have also ensured that the growth has delivered real benefits for the town (such as a new regional shopping centre being built, which will house the town's first IMAX cinema) and generated money to support local services.

The Council has played its part through its own investment in the town, such as the improvements to Cassiobury Park (in partnership with the Heritage Lottery Fund and Big Lottery Fund), all our other parks and open spaces (with a record number of Green Flags), and by securing the right partnerships to take forward some of our major projects such as Charter Place (Intu), Watford Business Park and Watford Health Campus.

Even with so much achieved, we know the town cannot stand still if it wants to remain successful and prosperous. As a council we want to shape our town, which is why we are proud of our Local Plan that clearly sets out our commitment to well-planned and managed growth – without this we would be at risk of poor quality, unplanned developments and unchecked back filling. This is what happens in some other areas. But we know smart growth also means addressing issues such as congestion and parking, which are important to local people so securing the right infrastructure to support growth is vitally important.

Our challenges

- Competing demands for land within the borough
- Limited land for any new housing / new business / industrial space
- Making sure the necessary infrastructure (roads, schools, public transport) are in place to tackle issues such as congestion
- Shortage of fit for purpose office and light industrial accommodation
- Ensuring the quality of the design of new developments so that they enhance the town's overall environment and promote the wellbeing of residents
- Ensuring sufficiently skilled local labour force to meet needs of local employers and businesses

Our opportunities

- Location remains a strong driver for prosperity – regional centre for retail, culture and leisure
- Sound Local Plan provides robust framework for managing growth
- Strategic development sites located close to good transport links
- Inward investment in Watford – Intu, Watford Health Campus, Watford Business Park, Metropolitan Line Extension

Highlights of what we have achieved so far:

- Consultation held with our community on the next phase of our Local Plan to shape the future of the town
- Thomas Sawyer Way, the new road to improve access to Watford General Hospital and open up the Watford Health Campus site for regeneration, completed and opened on time
- First business zone started on Watford Health Campus (Industrial Zone South), which will deliver local jobs
- Asset managers appointed for Watford Business Park with first phase of redevelopment underway
- Planning application submitted for Ascot Road redevelopment
- Multi-million pound upgrade of Charter Place started and premier department store secured as anchor store
- Cassiobury Park 'Parks for People' completed; bandstand relocated to the park, new visitor hub building completed and refurbished paddling pools ready in time for 2017 summer season
- New Gaelic Football facility opened
- Third year of our successful Big Events programme delivered generating vibrancy and footfall in the top of the town
- Developed a narrative on the benefits of our approach to smart growth to inform our community and build understanding

We will continue to deliver this priority by:

- Delivering the next phase of our Local Plan including submission to the planning inspectorate
- Progressing investment in major projects, infrastructure and public realm:
 - Town Hall Square completion
 - Watford Health Campus: completion of first business zone / industrial zone south (known as Trade City Watford), approval of revised masterplan and rebranding, car park strategy for Watford General Hospital
 - Western Gateway
 - Watford Junction first phase planning applications including infrastructure improvement plan agreed
 - Clarendon Road new office construction progressing
 - Watford Business Park, including Zone A venture partner, achieved
 - Charter Place / Intu completion including aligning leases across both sites and delivering High Street resurfacing
 - Metropolitan Line Extension construction
 - Ascot road start on site

<ul style="list-style-type: none"> • Replacing the lifts at our satellite car parks and renewing the public realm
<ul style="list-style-type: none"> • Facilitating the One Bell conversion and ensuring public rights of way are secured
<ul style="list-style-type: none"> • Delivering Clarendon Road / Beechen Grove enhancements
<ul style="list-style-type: none"> • Working in partnership with Hertfordshire County Council on tackling congestion and promoting more sustainable methods of transport including: <ul style="list-style-type: none"> ○ Improving cycling lanes ○ Promoting cycle hire ○ Promoting car clubs ○ Improving walking routes ○ Extending electric charging points network
<ul style="list-style-type: none"> • Working in partnership to deliver our Economic Growth Delivery Plan and providing the strategic lead for: <ul style="list-style-type: none"> ○ Inward investment and business retention ○ Skills brokerage and sector skills development ○ Growing Watford's knowledge economy
<ul style="list-style-type: none"> • Delivering the first phase of Sports Facilities Strategy <ul style="list-style-type: none"> ○ Cassiobury Park: official opening of new hub and paddling pools and events programme ○ Woodside: masterplan approved ○ Oxhey Park North including River Colne improvements ○ Gaelic Football Club: completed, Club relocated with an agreed engagement strategy ○ Cassiobury Site (Fullerians) investment ○ Cassiobury Croquet Club improvements
<ul style="list-style-type: none"> • Developing a community arts strategy to support and maximise our cultural offer across the borough
<ul style="list-style-type: none"> • Determining investment options for New Watford Market and renew outdoor market livery
<ul style="list-style-type: none"> • Taking forward Watford Museum Heritage Lottery Fund improvement project
<ul style="list-style-type: none"> • Supporting Watford BID to ensure the vibrancy and success of the town centre, including preparing for renewal

Smart growth is a better way to build and maintain our towns and cities.

Smart growth means building urban, suburban and rural communities with housing and transportation choices near jobs, shops and schools. This approach supports local economies and protects the environment. Our Local Plan has, at its heart, the positive outcomes that can be achieved through smart growth.

3. Provide for our vulnerable and disadvantaged communities

We are fortunate in Watford that the majority of our population enjoy a high standard of wellbeing and healthy lives and are able to access help when they may need it. We recognise that this is not the case for everyone and people's circumstances can change. We need to understand where these pressure points are for our town, and for individuals, and ensure that we are working with our partners to minimise the issues vulnerability can bring. Through our commitment to equalities and diversity, we will ensure that changes to service delivery as well as our strategies and policies take into account the impact on our community as part of our decision-making process.

Our challenges

- Harnessing prosperity to benefit all our citizens
- Changing demographics and emerging communities
- Impact of cuts and changes to benefits and other support
- Pockets of deprivation and health inequalities within the borough
- Changing and reducing services provided by other agencies such as health and social care

Our opportunities

- Targeting our support to those most in need
- Building on successful projects to date, such as the Street Improvement Project and Herts Healthy Homes project, and accessing funding through use of data and intelligence for targeted projects
- Working with partners, such as the police, to understand vulnerabilities and our emerging communities

Highlights of what we have achieved so far:

- Supported by the Community Sport Activation Fund, delivered an exciting range of sports activities to get people in central Watford more active and seen 3,500 local people get involved
- Children's weight and eating habits tackled through our 'Fit 4 Fun' programme run through our local schools
- Free swim and gym scheme for 8-15 year olds during the Easter and summer holidays offered through our two leisure centres
- Through our Street Improvement Programme made a real difference to Cassio Road by working with our partners to address some of the issues that can impact on the quality of life in an area and for local people
- Free adventurous play all year round championed through our review of play facilities and two exciting playgrounds for young people with state of the art play equipment will be ready for opening this spring

- A £1.54 million insulation project to insulate 127 homes on the Harebreaks estate completed. The work, which was majority funded by government grants, is expected to save residents £33,000 collectively each year on residents' energy bills
- Hertfordshire Healthy Homes (HHH) project supported for the fifth year with the addition of a Greenaider gardening project to help vulnerable residents with their gardens and to engage with other help agencies. Watford had the most HHH scheme visits this year across all Hertfordshire councils enabling onward referrals to 18 different schemes and support organisations

We will continue to deliver this priority by:

- Opening our new adventurous playground at Harwoods and launching our Easter and summer play programme for 5-15 year olds
- Continuing to deliver our Street Improvement Programme
- Delivering a refreshed Sports and Physical Activity Framework to support improved health and wellbeing
- Undertaking a review of our community assets to ensure they are being best used to help our third sector support our communities, including our more vulnerable residents
- Establishing a community use agreement for our Exchange Road property
- Reviewing our three year Voluntary and Community Sector Commissioning Framework to ensure it continues to promote the wellbeing of our town and our residents
- Providing the strategic lead for promoting economic equality through our Economic Development Growth Plan
- Working with our partners to deliver projects to improve housing and health conditions in the borough through the delivery of the Private Sector Housing Renewal Policy and the Health through Heat project
- Reviewing our council tax reduction scheme
- Working with partners to understand our community and the issues that are affecting our vulnerable and disadvantaged residents so we can target our services effectively and ensure our partners, including Hertfordshire County Council, are also addressing issues where there is most need (social care, children's services, youth)
- Developing a corporate approach to mental health issues in the borough

4. Deliver a digital Watford to empower our community

Our Watford 2020 programme highlights the transformation that can be achieved through harnessing the opportunities offered through new technology and the digital world.

Through Watford 2020, our aim is to empower local people and communities, to improve their lives, make things easier and quicker, and to give them access to things they might not have been able to take advantage of before.

We also aim to support businesses to better exploit the digital age, to promote their services, create new avenues of business and become better connected.

Our challenges

- Speed and complexity of some of our processes and transactions
- Citizen expectations on how they access our services
- Current workforce skills in the digital arena
- Speed of technological change
- Not all residents and businesses have online or digital skills or experience

Opportunities

- Harnessing the potential of our new website to improve customer experience, engagement with our community and to reduce costs where appropriate
- New model of IT delivery and IT transformation will support change
- High level of take up of new technologies and social media in Watford

Highlights of what we have achieved so far:

- Leadership and direction for the digital agenda in Watford is now being driven by our Digital Watford Board
- Through our Watford 2020 programme set out how we plan to transform the town, the council and our customers' experience through better use of technology and being more innovative in our digital thinking by delivering the following 5 strands of work:
 - Digital Watford (incorporating Digital council, Digital town and Digital customer)
 - Service innovation
 - Commercialisation
 - Accommodation Strategy
 - Strengthening our underpinning strategies to support delivery (e.g. HR, ICT)
- The face to face customer experience of visiting the Town Hall has been improved through a refurbishment of our Customer Service Centre so that it provides greater digital self-serve opportunities through:
 - Queue management system which is improving people's waiting experience
 - Redesigned reception area
 - 'Meet and Greet' role to provide greater support for those visiting

- Delivered free WiFi to our town centre , which has attracted over 40,000 registered users
- Provided more services online so people have more options on how, and when, they interact with us, such as:
 - waste and street care issues can now be easily reported using a new online reporting tool
 - council tax and business rates are easy to pay with a new online payment tool and residents can sign up for paperless billing
 - parking services such as applying for visitor permits and appealing parking fines can now be done directly through our website with licensing, building control and planning services to follow shortly
- Opened up communications and engagement channels with the introduction of the Govdelivery electronic newsletter to our residents

We will continue to deliver this priority by:

- Underpinning everything we do with a robust, forward looking and innovative ICT Strategy
- As part of our Watford 2020 programme:
 - delivering an ‘internet of things’ pilot
 - procuring a WiFi app for Watford town centre
 - opening up opportunities for wireless broadband operators to deliver their services to businesses across the town by utilising rooftop space
 - completing our customer service redesign for face to face visitors
 - delivering the next stage of the website project as part of our digital journey to fully maximise its potential to improve: customer experience, access to services and engagement and communication with our residents including a ‘citizen accounts’ solution
 - reviewing our accommodation, ways of working and technology so that we can be more effective and responsive to customer and service needs
 - reviewing our services to ensure that how we work is customer focused and as efficient as possible
- Building a new approach to two way engagement with our residents through the use of social media and other channels so they can make a contribution to local issues, policy development and service improvement

5. Secure our own financial future

All of the work in this Corporate Plan is dependent on the Council getting its finances right and securing a sound financial base. This has never been more challenging with the Council facing the loss of around £2.5million revenue support grant by 2020. However, this also brings the drive to innovate and look for ways to do things differently that will deliver savings or generate additional income. It also provides the council with the opportunity to establish a sound financial basis into the future, which is not dependent on changes in government priorities or policy. We also recognise that supporting our local businesses to thrive is critical to ensuring both a healthy economy and to securing business rate growth, which will form a key part of our future finances.

Our challenges

- Loss of revenue support grant by 2020
- Savings or additional income of £3 million needed to 'balance the books' by 2020
- Need to finance our ambitions as well as business as usual
- Growing population means an increasing demand for services

Our opportunities

- Access funding streams and external funding to support our ambitions
- Use our property assets to increase our income
- Identify opportunities to be more business-like and commercial
- Work with other organisations (both private and public sector) to deliver services and, potentially, raise income
- Provide stimulus to the economy in terms of business growth and more jobs through our approach to smart growth, which helps support the council's finances too
- Greater financial security as we are now less dependent on government decisions and policies affecting our budget, which helps our long-term planning for the council and the town

Highlights of what we have achieved so far:

- Watford Commercial Services Limited established as our own trading company
- Medium Term Financial Strategy agreed that aligns both our revenue and capital budgets to our ambitions in this Plan and ensures we are in a strong financial position by 2020
- Engaged a private sector partner to manage our commercial property portfolio to ensure we are maximising the income we receive
- Supported the creation of new organisations, such as the BID which has successfully generated more investment into the town centre
- Maintained excellent provision and value for money in the areas local people tell us are important - our parks, street cleansing, refuse collection, leisure centres, art and culture and events and will continue to do so
- HLF funding of nearly £5million leveraged in the last three years through our own investment and commitment to improve important facilities such as Cassiobury Park and Watford Museum

We will continue to deliver this priority by:

- Developing a 'commercial strategy' including how we enhance our commercial skills and experience and how we can trade our services
- Undertaking an analysis of the Council's cost base to build a more thorough understanding of the costs of our services
- Managing our property portfolio to stimulate growth, generate returns and meet changing service needs
- Ensuring our contracts are delivering value for money and high quality services through robust tendering and procurement processes and on-going review including: Leisure Management, waste collection, street care, parks and open spaces, Watford Colosseum
- Capturing returns on investment from our major projects and joint ventures
- Submitting a planning application for the Town Hall complex
- Securing £1million savings through our Watford 2020 programme

Part Four

Underpinning themes

Whilst this Corporate Plan focuses on our priorities and the areas of work that will drive delivery, there are some key, important foundations that ensure our success and also build our effectiveness as an organisation. These are the themes that underpin the organisation and reflect our continuing commitment to being a quality organisation, achieving high performance across all we do.

Effective two-way engagement and communications

Our local community and residents are the heart of the town. We want them to feel confident that they are kept well-informed about all that is going on in the town and that their voice can be heard on issues that matter to them. Whatever we do must be underpinned by effective and relevant communication and be responsive to how people want to engage with us, whether this be through meetings, consultation, our website or social media. At the same time we need to keep up to date with the way new technology is rapidly changing how people choose to communicate – our local population is relatively young and many are early adopters of new technologies. Our challenge is to keep up with them whilst still responding to those with more traditional ways of staying in touch.

Actions: we will take forward specific initiatives to consult our community pre and post the Mayoral elections to review the town's progress and help shape future priorities and decision making.

Sound management and high performance

Successful delivery of our ambitions relies on making sure we have the best people, systems, processes and management arrangements in place to deliver efficient, high quality services that represent real value for money to the community.

Our vision challenges us to continually improve and ensure we are amongst the top performing councils across all the services we deliver – whether we do these ourselves or through effective partnerships. This means we need to set ourselves targets that really stretch what we do and how we work and look to the best authorities for our benchmark. We need to embed a culture of 'delivery' through sound programme and project management and rapidly identify and address any areas where there is a risk to meeting milestones.

Our support services like IT, HR and Finance continue to be the essential building blocks for our success. IT remains critical for all that we do and whilst real step change has begun, we need to ensure IT continues to improve and that we have the right strategy in place to make the most of the opportunities it offers. We want our staff and members to be equipped with the best IT solutions available, including making sure our critical business applications are up to date and that we modernise where better solutions present themselves.

Talented, well skilled staff are vital if we are to achieve what we have set out in this Corporate Plan. We want to retain and grow our own talent where possible but when we do recruit we want to make sure we attract the best from elsewhere. We will work with our HR team on embedding a culture where strong performance and delivery are recognised, people are encouraged to be innovative and strive to make a real contribution to the Council and the town.

Actions: We will bring forward a peer review of the Council's services to assess how and where we can improve and compare us with the best.

Improving the town's environment

An attractive, well maintained environment is fundamental to our town and, we know, is really important to local people. We will ensure that the refuse, recycling and street cleaning service remains high quality and we will identify pockets where a focused, partnership approach to bring the neighbourhood up to standard would be beneficial. This is part of our continuing commitment to enhancing the public realm including building on the successful improvements to the top of the town, which have seen this area revitalised, with work planned for the civic area outside of the library and Town Hall.

Actions: we will continue to invest with the BID and Hertfordshire County Council on improvements to our public realm and also maintain excellent relationships with delivery partners such as Veolia to continuously enhance the quality of our environment

Our finances

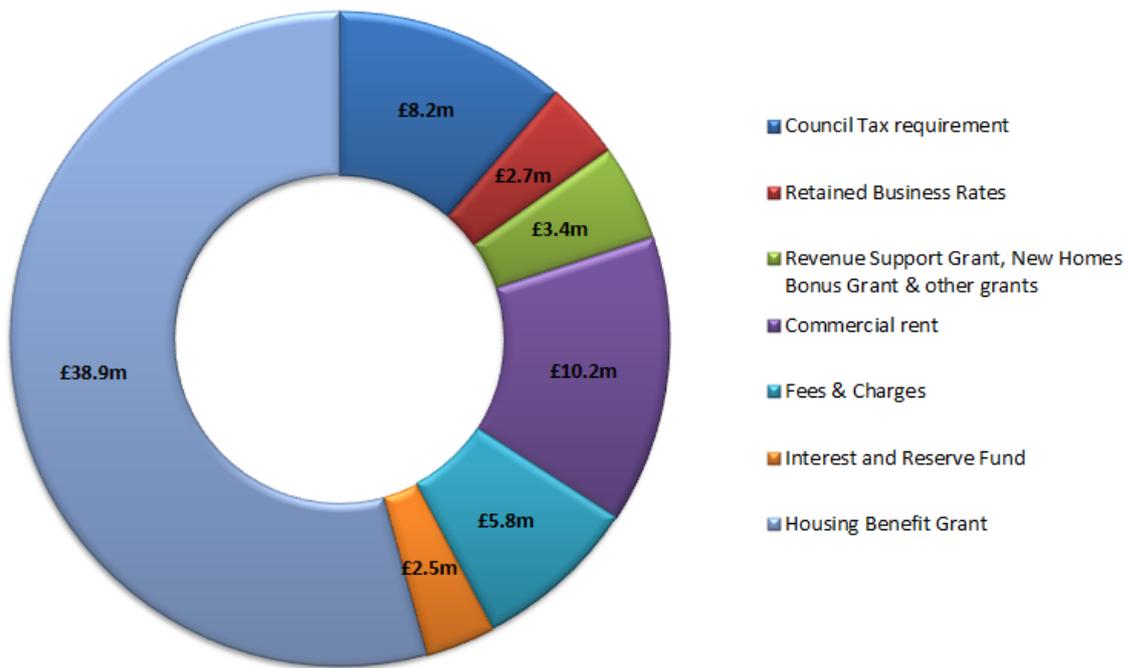
Our finances are perhaps the most critical building block for our plans. We need our finances to not only support our day to day activities and provide our services (through our revenue budget) but also to deliver the major, transformational projects that make such a difference to our town and local neighbourhoods (through our capital budget).

Our Medium Term Financial Strategy is a four year forecast that sets out our budget and looks at factors likely to impact on our expenditure.

For 2017/18, the strategy shows that our gross budget is **£71.1 million** with a net budget requirement of **£14.262million**.

There are a number of ways this is funded:

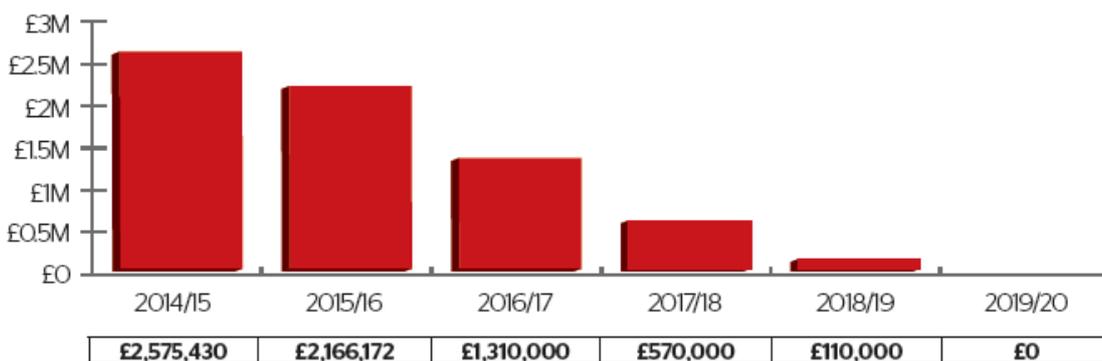
- Council Tax requirement
- Retained Business Rates
- Revenue Support Grant (but reducing to zero by 2019/20), New Homes Bonus Grant & other grants
- Commercial rent
- Fees & Charges
- Interest and Reserve Fund
- Housing Benefit Grant – this is money that comes directly from government to be administered by the council to support those in need of housing benefit. It is not council money that we can spend in any other way



Watford BC's funding 2017/18: by different funding sources- the largest amount of money we receive is for Housing Benefit which we are responsible for allocating to our residents in need of this financial support

Changes to government funding

In terms of the Revenue Support Grant, this is the grant councils receive from government to help support the cost of the services they deliver. In December 2015, the government announced that this funding is ending – for Watford this will be in 2019/20. What this means is shown in the chart below – indicating a loss of £2,575,430 by 2020. It also means the percentage of our budget dependent on council tax increases from 60% in 2017/18 to 68% in 2019/20.



As set out in this Plan, this presents a significant challenge for Watford – in percentage terms it is around 16% less budget to spend by 2020 compared with 2014/15. Implementing our Medium Term Financial Strategy, which sets out how we will bridge this gap, will be a major area of focus for the Council to 2020. Our goal is to ensure we maintain the quality of the services that are important to our residents whilst still being able to innovate where this delivers improvements or in response to new opportunities.

Use of reserves

With the savings we need to make over the next year (and following two years), it is not always easy to be exact as to the timing and the final sums that will be achieved. In view of this, the Council is allowed to, and will, make prudent use of some of its reserves to 'smooth' the delivery of the savings. Obviously using reserves to support the revenue deficit is not sustainable in the longer term and, therefore, this means that savings and efficiencies will still need to be made. It does, however, ensure that the Council is able to set a balanced budget whilst the organisation undertakes the work necessary to achieve a permanently secure financial footing. Our Medium Term Financial Strategy has allowed for the use of £886,000 of reserves in the next financial year.

Council tax

As a result of the on-going reduction in government funding, council tax is now, by far, the major source of funding for the Council.

The government has built into our finances an assumption that we will raise council tax, and most councils are doing so. However, the proportion of council tax that comes to Watford Borough Council is extremely small – around £250 a year for someone living in a Band D property. Most goes to Hertfordshire County Council (including an additional charge to support the County's adult social care budget) and a small amount to the Police and Crime Commissioner.

Watford had managed to freeze its element of council tax for 7 years but we are now faced with a funding gap which means a continued freeze is not sustainable. Putting up council tax by 1.99% this year would cost each council tax payer around £5 a year and would provide the council with £155,000 additional income. For 2017/18 Watford's element of council tax will, therefore, increase by £5.00 (2.00%) for a Band D property, which is in line with the current rate of inflation (RPI of 2.0% in September 2016). It is less than a 10p a week for a Band D property. This means the average charge is now £254.84.

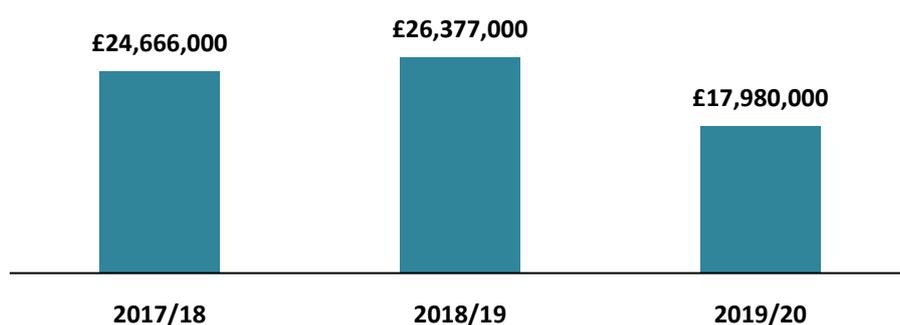
Business rates

Whilst the Council collects business rates it cannot keep all the money it collects. This has to be shared with the county council, the Police and Crime Commissioner and government to fund services. There is an element of risk involved in the Business Rates scheme, which is designed to incentivise Councils to promote business growth within their areas. The Council expects its share of business rates to be £2.452 million in 2017/18.

Capital spending

The Council's plans are supported by its Capital Investment Programme, which is used to acquire or create new assets, or enhance existing ones. Capital Investment may be paid for by capital resources (which are restricted to this kind of use) or borrowing, or any spare money available from revenue budgets (unfortunately WBC does not have any such spare money!). Even if there is pressure on the revenue budget, councils are not allowed to use capital resources to support revenue spending on day to day activities and service delivery, they have to be used to either acquire or create a new assets or to enhance an existing ones.

The capital budget for the next three years is:



There is a huge amount of capital investment in Watford over the next few years and the Council is committed to use its own capital budgets, seeking investment from central government and other third parties, and borrowing to the benefit of its residents. Below are some of the major projects and areas of work we have identified for capital expenditure.

Parks and open spaces

including Oxhey Park North and tennis court refurbishment
NEW for 2017/18

£4,000,000

Watford Health Campus

this will help support the first six phases of residential development to deliver new homes, as well as the Industrial Zone South employment zone and a new multi-storey car park for the hospital. This investment will generate a return back to the council to support front line services.

£34,124,000

Loan to Hart Homes

a loan to the Council and Watford Community Housing Trust's joint venture company which will deliver affordable homes and temporary accommodation for use in 2018
NEW for 2017/18

£6,075,000

Modular Housing

providing additional temporary accommodation in the borough
NEW for 2017/18

£6,000,000

Property Investment Board

budgets for the reinvestment of receipts from sales of existing commercial property, and the proposed increase in size of the portfolio to generate increased, secure and long term revenue returns for the Council.

£19,429,000

Planning, Transport & Infrastructure

schemes to improve the highway between Clarendon Road and St Mary's Church and review the Community Infrastructure Levy charging regime for the borough
NEW for 2017/18

£580,000

Part Five

Monitoring the Plan

Ensuring we deliver our Corporate Plan is critical to our success as an organisation and builds our residents confidence that we keep our promises.

We ensure delivery is on track through:

- Making sure all our Corporate Plan areas of work are reflected in service plans, work programmes and individual performance development review objectives, building the 'golden thread' through the organisation
- Identifying the key milestones for our work and holding ourselves to account for delivery – this will include regular updates to our Cabinet, Programme Management Board and Leadership Team
- Establishing a robust set of performance measures that are regularly monitored by Leadership Team, Portfolio Holders and our Scrutiny Committees. These measures extend to our outsourced services
- Providing challenge and assurance through robust governance including: Programme Management Board for our major projects, Property Investment Board for our property related work, Financial Review Board for our finances and Digital Watford Board for our 2020 transformation agenda



How do I find out more?

www.watford.gov.uk/councilplan

Report to Council – 21 March 2017

Report of Cabinet – 6 March 2017

Cabinet met on 6 March 2017. The minutes are published on the Council's website.

The following Members were present at the meeting:

Present: Mayor Dorothy Thornhill
Councillor Peter Taylor
Councillor Karen Collett
Councillor Stephen Johnson
Councillor Iain Sharpe
Councillor Mark Watkin

Also present: Councillor Nigel Bell
Councillor Kareen Hastrick

The following was a recommendation to Council:

80 Local Plan Part 2 Submission

A report was received from the Deputy Managing Director which set out the site allocations and detailed development management policies to support the delivery of the vision and strategy set out in Local Plan Part 1 Core Strategy which was adopted in 2013.

Councillor Sharpe introduced the report and explained that it also had to be approved by Council. This was the second part of the local plan which included the development management plan and site allocations. The council had to justify its decisions through a sound evidence base which would be examined externally. However, the evidence base was constantly changing which had been problematic for all councils. It was important that the council had a plan as without one it would be far more vulnerable to developers. The changing evidence base meant that the council would have to review the plan at an early stage. However, the rewards were greater than the risks to have the site allocations and development management policies in place.

The Deputy Managing Director drew Cabinet's attention to the risks outlined in the report. There was an outstanding objection from Hertfordshire County Council (HCC) regarding transportation and the council would be working with them on a memorandum of understanding. Also, regarding the Metropolitan Line Extension if a decision was made which was not favourable then the council would have to consider the impact on the plan. Hopefully, the council would know about both risks shortly before submitting the plan to the planning inspectorate.

Councillor Bell commented on the objection from HCC and the Mayor responded that the council agreed with HCC that the housing numbers could not be increased to the detriment of those travelling around Watford. The council wanted a sound transport plan and had asked HCC for a major review

Councillor Bell welcomed the taller building policies and that there was clarification on special policy areas e.g., western gateway, Clarendon Road, Ascot Road. This was an issue which would come up in future Development Management applications.

The Mayor responded with regards to tall buildings that the council could not refuse every application it received as they would go to appeal. With the government's housing white paper, urban density had been specifically mentioned. It was for the council to challenge the quality of the buildings which would be proposed. It was further commented by Cabinet that the government's strengthening of the greenbelt was forcing further development within urban areas and similar councils to Watford were also looking at tall buildings policies.

Councillor Bell commented on the traveller site on Tolpits Lane and stated that this should be accepted as a settled area. The Mayor commented that there was not a great need within Watford for sites and some of the traveller community had settled within the area.

RESOLVED

That Cabinet:

1. agrees that Local Plan Part 2 should be reported to Council on 21 March with a recommendation that the Plan be submitted for independent examination in line with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012. This recommendation remains subject to agreement with Hertfordshire County Council on an acceptable way forward in respect of transport modelling.
2. agrees that the Deputy Managing Director is delegated authority to agree, in consultation with the Portfolio Holder, any late minor changes/documents needed to accompany the submission such as the agreement with Hertfordshire County Council and the updated Infrastructure Delivery Plan.

Appendices

- Report to Council, 6 March 2017
- Local Plan Part 2 Publication (available at: <https://watford.jdi-consult.net/localplan/readdoc.php?docid=14>) [due to the size of the document there will be a few hard copies available at the meeting, there is also a hard copy available for inspection in the CSC – for electronic agendas, the appendix is produced as a supplementary document]
- Schedule of Proposed Modifications
- Schedule of Changes to the Policies Map
- Proposed Submission Policies Map and Town Centre Inset Map (draft)

PART A

Report to: Cabinet
Date of meeting: 6th March 2017
Report of: Deputy Managing Director
Title: Local Plan Part 2 Submission

1.0 **Summary**

- 1.1 Local Plan Part 2 sets out the Site Allocations and detailed Development Management policies to support delivery of the vision and strategy set out in Local Plan Part 1 Core Strategy adopted in 2013.
- 1.2 Local Plan Part 2 has been subject to several rounds of consultation since we first invited stakeholders to let us know what they felt the plan should cover back in November 2012. The most recent was the Publication consultation from August to October 2016 when we published the plan we intend to submit for examination and invited comments relating specifically to the legal and soundness tests set out by government.
- 1.3 The Publication was accompanied by an Equalities Impact Assessment and a Sustainability Appraisal/Strategic Environmental Assessment in the form of an Environmental Report which included assessment of all reasonable alternatives.
- 1.4 29 parties made representations to the Publication consultation raising 173 individual points of which 60 supported the plan, 74 were comments and 39 were objections. The majority of the representations suggested minor wording changes or simply provided information rather than commenting on the soundness or legal tests as required at this stage.
- 1.5 Officers consider the most significant objection in relation to soundness is that raised by Hertfordshire County Council (HCC) Highways about a need for evidence of the ability of the transport network to cope with proposed growth and that the Plan is progressing in advance of the County Council's Growth and Transport Plan which

would provide key evidence (but not until late 2017). They also expressed concern about the need to better understand the transport impacts arising from development at Watford Junction.

- 1.6 Because the timings of the Growth and Transport Plan mean data will not be available in time to inform this Plan without significant delay, officers are working with HCC to find a way forward which would enable them to withdraw their objection.
- 1.7 Officers consider that other comments and objections can be addressed by minor modifications to clarify wording without changing the meaning of the Plan. Such wording changes cannot be made before submission since the Publication plan must be the one we submit (unless significant changes were needed which would require additional consultation and sustainability appraisal). We are able to make such minor changes on adoption of the plan but for completeness the Inspector will be informed of the proposed minor wording changes to consider alongside any more significant changes that come out of the examination process.
- 1.8 Subject to the negotiation of an acceptable MOU with HCC it is recommended that the Local Plan Part 2 be submitted to the Secretary of State for independent examination in line with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 1.9 Due to the time needed to discuss HCC's objection the timetable for submission has changed from February to March and a corresponding update to the Local Development Scheme timetable is required. In March 2016 cabinet agreed that approval of such updates be delegated to the Head of Regeneration and Development (role now incorporated into the Deputy Managing Director post) subject to the agreement of the portfolio holder.
- 2.0 **Recommendations**
- 2.1 That members agree the Local Plan Part 2 should be reported to Council on 21st March with a recommendation that the Plan be submitted for independent examination in line with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012. This recommendation remains subject to agreement with Hertfordshire County Council on an acceptable way forward in respect of transport modelling.
- 2.2 That the Deputy Managing Director is delegated authority to agree, in consultation with the Portfolio Holder, any late minor changes / documents needed to accompany the submission such as the agreement with Hertfordshire County Council and the updated Infrastructure Delivery Plan.

Contact Officer:

For further information on this report please contact: Vicky Owen, Spatial Planning Manager

telephone extension: 8281 email: vicky.owen@watford.gov.uk

Report approved by: Nick Fenwick, Deputy Managing Director

3.0 Detailed proposal

3.1 Local Plan Part 2 sets out the site allocations and detailed development management policies to deliver the level of development (including 6,500 homes and 7,000 jobs) and the vision set out in the Local Plan Part 1 Core Strategy, adopted in 2013. Together the 2 parts will complete the Local Plan for Watford for the period 2006-2031.

3.2 Summary of Local Plan Part 2:

3.3 Taller Buildings:

Policies TB1 and TB2 set the policy context for taller buildings in Watford. These were developed in response to an increasing number of applications for taller buildings, in order to inform the choice of location and ensure good design. The policies are supported by the Supplementary Planning Document – Skyline – which was adopted in 2016. Policy TB1 identifies the most suitable locations for taller buildings as Watford Junction (Special Policy Area 2), Ascot Road (within the Western Gateway Special Policy Area 6) and Clarendon Road (within the Town Centre SPA1), whilst TB2 sets out criteria for determining whether a tall building is of suitably high quality and delivers an outstanding public realm – to be read along the more detailed guidance in the Skyline SPD. With the population forecasts continuing to increase, with the population of Watford expected to reach 100,000 by the end of this year, there is likely to be continuing pressure from developers for taller buildings as we move forward.

3.4 Transport:

The standards for car and cycle parking in the Local Plan Part 2 seek a balance which will encourage a reduction in car use whilst allowing sufficient parking in areas which are not so accessible by public transport. These policies also seek to ensure that secure and accessible cycle parking is provided in new developments. The proposed level of car parking provision takes into account accessibility by setting different standards for accessibility zone 1 (the most accessible locations) and zone 2 (which is less accessible and likely to be more car reliant at present). For residential use the policy recommends 1 car space per unit for homes with 3 or more bedrooms in zone 1 and 2.25 spaces in zone 2, but allows some flexibility for “car lite” developments

where sites are served by significant public transport infrastructure. At least 1 cycle storage space per unit should also be provided. The standards also require provision of electric charging points with a view to the use of such vehicles increasing in future, and to support the use of pool cars or car clubs. An SPD has been drafted to provide additional guidance on cycle parking and storage, which is currently out for consultation.

3.5 However, it is important to note that the Government has made clear in the 2015 Ministerial Statement on Planning (<https://www.gov.uk/government/speeches/planning-update-march-2015>) that they prefer to see the market determine the level of parking and that local authorities should not impose additional requirements unless they have compelling evidence that a particular approach to parking is required to manage the local road network. At present we do not have sufficiently detailed evidence to justify an enforceable policy which means we have reframed the standards as “guidance”. As such they would be used as a guide for negotiating appropriate levels of parking with applicants. This is an area in which additional evidence will be prepared as part of a Parking SPD where flexible standards will be given detailed consideration. This work will help inform the Local Plan Review and will tie in well with the transport modelling work being undertaken by HCC for the Growth and Transport Plan.

3.6 Sustainable Development :

Since the government abolished the Code for Sustainable Homes and moved sustainability requirements into the Building Regulations, we are limited in terms of what we can require in the Local Plan, when it comes to residential development. The government indicated in the March 2015 Ministerial Statement that we should not ask developers to meet a higher energy performance standard than that imposed by the Building Regulations after the commencement of amendments to the Planning and Energy Act 2008 in the Deregulation Bill 2015. Although the Bill has since received Royal Assent the relevant commencement was linked to the introduction of zero carbon homes – an initiative the government has since abandoned. The policy wording therefore continues to seek a higher performance (equivalent to level 4 of the withdrawn Code for Sustainable Homes) for major residential development in the Special Policy Areas. This approach has been discussed with officers at DCLG since the Publication consultation and minor wording changes made to ensure consistency with national policy. The Ministerial Statement did not affect non-residential development, as long as the plan has been assessed for viability - the policy seeks compliance with BREEAM standards (developed by the Building Research establishment) – seeking a minimum level of “Very Good” across the Borough, with a higher “Excellent” standard expected for major development within the Special Policy Areas. Policies continue to encourage the use of renewable energy in all areas, and to encourage the use of decentralised energy networks - with development in SPAs 1, 2 and 3 expected to contribute towards the provision of such networks.

3.7 Employment:

The employment policies in the Core Strategy and Local Plan Part 2 seek to protect

employment areas from change to other uses. National changes to permitted development rights mean offices can now change to residential use without needing planning permission. In order to protect the town's key office area an Article 4 Direction was made to remove this permitted development right from the employment area covering Clarendon Road, Station Road and Bridle Path in the face of pressure for significant conversion to residential in spite of evidence showing a significant need for additional office space in the borough. Evidence was therefore commissioned to assess the viability of delivering new A Grade office space in this employment area, and if other uses were required for viability, to advise on the amount of such supporting uses likely to be required to deliver the significant uplift in quality office space required. The first finding of the Clarendon Road Study was that in fact new speculative office development was perfectly viable and that other uses such as residential were not required on viability grounds.

3.8 The policy for the Clarendon Road, Station Road and Bridle Path Office Area builds on the Core Strategy policies and emphasises the need for additional modern, high quality office space in this key location. The policy does allow some supporting uses where these add to the vitality and viability of the office area.

3.9 Further detailed work on the future of this key location will be undertaken to inform the Local Plan Review.

3.10 Housing:

The adopted Core Strategy sets a minimum target of 6,500 new homes for the period 2006-2031. 3,615 homes had already been completed by 2015 with a further 1,629 in the development pipeline (under construction or with outline or detailed planning permission). Windfall sites are expected to deliver a further 660 homes based on past trends. Local Plan Part 2 identifies sites capable of delivering 3,093 additional homes which takes the potential housing delivery to 8,997 which is 2,497 above the minimum target of 6,500. This buffer helps ensure there is a choice of sites that we consider suitable for housing available to developers and recognises that not all allocated sites may actually come forward in a plan period, as well as potentially giving some breathing space as we undertake the work required to turn the assessed future housing need into an appropriate target for Watford in the Local Plan Review. We continue to have strong demand for further housing in the Borough and housing is seen as a priority by the Council and central government. Although the Housing White Paper (Feb 2017) is still out for consultation until May 2017, there is pressure to deliver more housing which is likely to remain for some considerable time.

3.11 **Results of the Publication Consultation:**

3.12 29 parties made representations to the consultation raising 173 individual points, of which 60 supported the plan, 39 objected and 74 made comments (such as providing information or suggesting wording clarification). All representations can be seen on

the Local Plan consultation portal: <https://watford.jdi-consult.net/localplan>

- 3.13 The most significant objection is considered to be that raised by Hertfordshire County Council (HCC) Highways about a need for evidence of the ability of the transport network to cope with the proposed growth. The first full run of the new Comet transport model indicates increased congestion in several locations by 2031. Mitigation measures need to be considered and tested to address this. The best way to fully consider mitigation measures and test them would be through preparation of the Growth and Transport Plan, currently in the early stages of preparation by HCC. Waiting for that work to be complete would mean a significant delay to Local Plan Part 2 and officers consider that work would be best used to inform the Local Plan review which is already timetabled to follow on swiftly from Local Plan Part 2. Officers are working to agree a suitable way forward with HCC to enable Local Plan Part 2 to progress.
- 3.14 Other objections are summarised below:
- 3.15 London Concrete objected to the degree of reference to safeguarding of the rail aggregates depot and concrete batching plant at Watford Junction, feeling the wording was not sufficiently strong and that the safeguarded area should be shown on the site map. Minor wording changes are proposed to further clarify the safeguarded nature of these facilities and the area will be shown on the site plan for SPA2.
- 3.16 St William, developers of the Gas Holder site, made several objections, including to the adoption of national described space standards which they had previously supported, to elements of the parking guidance and to the sustainable design requirements. They also objected that no housing figure for their site had been included in the plan. A housing number had not been included because of potential flooding issues which means any number would be dependent on an appropriate scheme being agreed with the Environment Agency. However, a minor change can be made to make it clearer that a housing component might form part of the mix of uses on this mixed use allocation. In relation to the nationally described space standards, a minor wording change is proposed and the evidence supporting the need for the standard has been drawn together to accompany submission. The parking standards are for guidance and no change is proposed. A minor change is proposed to the sustainable design requirements following discussion with officers at the Department of Communities and Local Government, to ensure the policy complies with government guidance.
- 3.17 Historic England asked for more specific reference to listed buildings in the site schedules and for other minor wording amendments to ensure consistency with terminology used in the NPPF, the majority of which we propose including as minor modifications.
- 3.18 Thames Water wanted additional reference to water supply and proposed an additional policy. Further to discussion, and clarification that part of their additions

are already covered in the adopted Core Strategy they have confirmed that they were not formally objecting on soundness grounds and a more minor wording change is proposed.

- 3.19 John Cox made several objections in relation to development at Watford Junction, asking about the alternatives considered, the needs of Network Rail and the future of the Abbey Line. Watford Junction is already identified as a Special Policy Area in the adopted Core Strategy. The operational needs of Network Rail are a matter for them rather than for the Local Plan but they have of course been involved in discussions regarding the future use of the site, and in terms of identifying land available for development.
- 3.20 The National Federation of Gypsy and Traveller Liaison objected to the allocation of a single site and that the plan does not explain the level of assessed need. The level of need and the principle of a single site were recognised in the adopted Core Strategy. Future needs will be assessed in the Plan Review. This has been discussed with the objector and a wording clarification has been agreed to address the concerns.
- 3.21 JLL (on behalf of Orion) felt SPMX2 Mixed Use Allocations should not limit the remaining potential capacity for Ascot Road to 400. The numbers are not expressed as a limit – the figures are purely indicative. No change is proposed.
- 3.22 Natural England, Herts and Middlesex Wildlife Trust and HCC suggested changes to GI10 Managing Biodiversity in New Developments. The wording had already been changed pre Publication to meet the requirements of the Local Nature Partnership. Revised wording has now been agreed which seeks to address the conflicting requests from the different agencies.
- 3.23 The Environment Agency proposed wording changes to policy GI7 (Protection and Restoration of River Corridors and Watercourses). The proposed changes are not considered necessary for soundness but have been included in the proposed minor modifications as they assist clarity.
- 3.24 Hille Holdings asked that the affordable housing requirement be reduced to 20% for the Watford Junction SPA. This is not considered appropriate – any departure from the adopted Core Strategy policy on affordable housing would need to be justified.
- 3.25 NLP (on behalf of Intu) objected to the retention of a 90 % retail (Class A1) frontage in the intu centre as they would like to introduce other uses. We propose defending this policy as we have already designated restaurant hub areas for A3 uses and consider other non retail uses would be better located outside of the main shopping mall.
- 3.26 British Sign and Graphics Association object to mention of the Shopfront Design Guide in Policy UD3 because they were not directly consulted on the preparation of that Guide. Officers do not consider this to be a soundness issue.

- 3.27 St Gobain objected to the allocation of a site they currently lease as Jewson. No change is proposed – the site owner had confirmed they were happy with the allocation of the site.
- 3.28 Sport England and local resident Neil Spicer objected to the proposed housing allocation H2 Lower Derby Road, asking that an alternative location for the skate park be identified. The site schedules already made it clear that the skate park would need to be relocated to an accessible location ahead of any redevelopment but revised wording has been agreed to clarify that a replacement skate park of at least equivalent size and quality should be provided in an accessible location ahead of this site being developed. The Sports Facilities Strategy includes a site for an improved replacement.
- 3.29 Neil Spicer also objected to several other housing sites, suggesting that Bowmans Green Garages should be retained for parking and that the Metropolitan Line Station should be kept for future use and train parking. Transport for London suggested this site as they do not need it for such use. No change proposed to these sites.

Risks

- 3.30 The primary risk with progressing the Local Plan Part 2 to submission is likely to be the objection from Hertfordshire County Council on transport modelling. If a way forward cannot be agreed then officers consider the plan should not progress to submission.
- 3.31 Other risks relate to current uncertainty around the progress of the Metropolitan Line Extension, and the impact changes being introduced by government, including in the Housing White paper announced on 7th February.

4.0 Implications

4.1 Financial

- 4.1.1 The Head of Finance (shared services) comments that there are no direct financial implications in this paper.

4.2 Legal Issues (Monitoring Officer)

- 4.2.1 The Head of Democracy and Governance comments that Council has to agree to Local Plan part 2 being submitted for public examination.

4.3 Equalities/Human Rights

- 4.3.1 An equalities impact assessment was undertaken and published alongside the first consultation on Local Plan Part 2. The initial screening found that most policies had a neutral effect or were not relevant (i.e. that whether a person had one of the protected characteristics or not had no relevance to the impact of the policy). No

significant impacts were identified, either positive or negative, which required further assessment. This exercise was reviewed to reflect the policy wording at Publication stage and again found that there were no significant effects. The revised assessment was published for consultation alongside the Publication. No comments were received.

4.4 **Potential Risks**

Potential Risk	Likelihood	Impact	Overall score
Objection from Herts County Council unresolved	1	3	3
Changes to national policy affecting validity of local policies	3	3	9
Insufficient staff available	2	3	6
MLX not progressed	2	4	8
Inspector recommending we go straight to a plan review	1	4	4

4.5 **Staffing**

4.5.1 A Programme Officer will be required to undertake the administration of the examination in an independent capacity to the Council.

4.6 **Accommodation**

4.6.1 A venue will be required for the examination hearings. In line with the equalities duty and commitment in the Statement of Community Involvement, any such venue should be fully accessible. Office space will be required for the Inspector and Programme Officer and space to accommodate the document library during the examination.

4.7 **Community Safety/Crime and Disorder**

4.7.1 The plan contains a policy on Community Safety.

4.8 **Sustainability**

4.8.1 Sustainability Appraisal including Strategic Environmental Assessment has been undertaken and subject to consultation at every stage of plan preparation

Appendices

- Local Plan Part 2 Publication (available at: <https://watford.jdi-consult.net/localplan/readdoc.php?docid=14>)
- Schedule of Proposed Modifications
- Schedule of Changes to the Policies Map
- Proposed Submission Policies Map and Town Centre Inset Map (draft)

Background Papers

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

The Local Plan Part 2, and all representations can be viewed online at:
<https://watford.jdi-consult.net/localplan/readdoc.php?docid=14>

Key supporting documents can be viewed online at: <http://watford.jdi-consult.net/localplan/readdoc.php?docid=18>

File Reference

- SP2.2.3 LP2

WATFORD BOROUGH COUNCIL

Local Plan Part 2: Site Allocations and Development Management Policies – proposed minor modifications

This schedule identifies and sets out the proposed changes and clarifications to the Council’s Local Plan Part 2: Site Allocations and Development Management Policies. These changes do not prejudice any potential changes that the Inspector may propose and for the avoidance of doubt these proposed changes shall be referred to as ‘minor modifications’.

This schedule of additional modifications is proposed in order to correct errors, provide greater clarity where required or to reword specific paragraphs and policies of the plan in response to comments by the consultees. It is considered that these proposed changes are minor in nature and therefore “do not materially affect the policies that would be set out in the document”. However, the council notes that there is not specific guidance to inform what constitutes ‘minor’ or ‘major’ modifications and if the Inspector considers that any change is material, the Council will consult on these changes in conjunction with any proposed modifications the Inspector may identify. The proposed modifications are listed in document order of the Local Plan Part 2: Site Allocations and Development Management Policies. The following identifies the terms in the schedule:

MM. No: unique reference number for each proposed Minor Modification

Policy/ Paragraph Number: the specific policy or paragraph within the SADM to which the proposed Additional Modification applies.

Description of Modification:

Where text is proposed for deletion it is shown by strikethrough as: ~~deleted text~~.

Where text is proposed for addition, it is underlined as: additional text.

Reason for Change: This gives a brief summary as to the reason/ rational behind the change

AM.No	Policy/ Paragraph Number	Page	Description of Modification	Reason for Change
CONTENTS AND GLOSSARY				
MM1	Contents		Add: <u>Appendix L : Replaced Watford District Plan 2000 Policies</u>	To ensure the Contents Page is accurate.
MM2	Glossary		Add new entry between those for Policies Map and Primary Shopping Frontages: <u>Preliminary Risk Assessment (PRA): PRAs must identify all previous uses, potential contaminants associated with those uses and a conceptual site model of the site indicating sources, pathways and receptors.</u>	The Environment Agency (EA) requested that PRA be the term for site investigations and suggested a definition was required
INTRODUCTION				
MM3	1.1	1	Part 1 of Watford's Local Plan – the Core Strategy - was adopted on 30 th January 2013, <u>replacing some of the policies in the Watford District Plan 2000</u> . The Core Strategy sets out the vision, objectives and spatial strategy for Watford Borough to 2031 and forms the strategic planning context.	The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.
MM4	1.2 and 1.3	1	The Core Strategy and remaining policies of Watford District Plan (WDP) 2000 currently make up the development plan for Watford, along with Hertfordshire County Council Minerals and Waste Local Plans. Part 2 of the Local Plan will <u>replaces and updates</u> the remaining Watford District Plan 2000 policies and site allocations, to support the delivery of the Core Strategy vision and objectives by: 1) Identifying sites and areas for specific purposes; and 2) Providing environmental criteria, against which development proposals and planning applications can be judged. <u>The Local Plan (Parts 1 and 2), together with the Hertfordshire Minerals and Wastes Local Plans, make up the development plan for Watford.</u>	The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.

MM5	para 1.4	1	<p>We first asked for views on what Local Plan Part 2 should cover, back in November 2012, and followed this up by publishing draft policies and a list of potential sites for consultation during November and December 2013. There were subsequent consultations on revised policies and sites in December 2014-Feb 2015; additional policies and changes from December 2015-Feb 2016 and on the adoption of the optional nationally described space standards in June – July 2015, as well as ongoing discussions under the Duty to Cooperate. Information received in response to these consultations has been used, alongside relevant evidence, to prepare <u>this the plan which is the version we intend to submit to the Secretary of State for examination.</u></p> <p><u>Publication consultation, focussing on compliance with legal and soundness tests, took place between August and October 2016 and the plan was submitted for examination in March 2017.</u></p>	<p>The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.</p>
MM6	1.5	1	<p>The Publication stage is a formal stage in plan preparation when you can comment on the Plan we propose to submit for examination. At examination the inspector will consider whether the plan has been prepared in accordance with the duty to cooperate, legal and procedural requirements, and whether the plan is “sound” according to the 4 tests set out in paragraph 182 of the National Planning Policy Framework (NPPF), namely that the plan is:</p> <ul style="list-style-type: none"> • Positively prepared – the plan should be based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including any requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development; • Justified the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on 	<p>The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.</p>

			<p>proportionate evidence;</p> <ul style="list-style-type: none"> • Effective the plan should be deliverable over its period and based on effective joint working on cross boundary strategic priorities; and • Consistent with National Policy the plan should enable the delivery of sustainable development in accordance with the policies in the NPPF <p>It is therefore helpful if comments are focussed on these matters.</p> <p>Alongside this we are also consulting on the Environmental Report prepared to assess the sustainability of the proposed policies. This report contains the sustainability and strategic environmental assessment required by the European Strategic Environmental Assessment (SEA) Directive.</p>	
MM7	1.7 and 1.8	2	<p>You will see that in many cases <u>There are instances where the</u> policy numbering in each chapter does not start at 1. This is because the numbering follows on from that in the Core Strategy, to make it clear that the policies will all form part of the same Local Plan. Once agreed <u>adopted</u> the policies will all operate together and, following adoption, the policies will be shown on an adopted policies map <u>the proposed policies map</u> <u>which</u> illustrates the geographical coverage of relevant policies.</p>	The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.
MM8	1.9	2	<p>There are a number of formal stages in the preparation of the Local Plan, which we have <u>were</u> supplemented with additional consultation to ensure all interested parties have had a chance to help shape the plan.</p>	The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.
MM9	1.10	2	<p><u>Plan preparation is an iterative process with the aim of arriving at a plan that there is as much agreement on as possible before it is submitted for examination.</u> Policies are were <u>also</u> subject to sustainability appraisal / strategic environmental assessment</p>	The introduction as written was for the publication consultation of the plan, and therefore it has been changed

			which considers the environmental impact of the preferred policy approach and all reasonable alternatives <u>as described in the Environmental Report</u> , and <u>An equalities impact assessment was also undertaken</u> which considers the effect on defined “protected characteristics”. Plan preparation is therefore an iterative process, with the aim of arriving at a plan that there is as much agreement on as possible by the time we reach this formal publication stage (Stage 2 in Table 1 below).	to reflect what an introduction would be for an adopted plan. All changes are clarifications.
MM10	1.11	2	By Stage 2 the plan should be ready to submit for examination, and the scope of consultation is therefore limited to compliance with defined legal and soundness tests.	The introduction as written was for the publication consultation of the plan, and therefore it has been changed to reflect what an introduction would be for an adopted plan. All changes are clarifications.
MM11	Table 1	3	<u>Current stage Aug-Oct 2016</u>	Clarification
MM12	Table 1	4	<u>Feb 2017-Mar 2017</u>	Clarification
MM13	Table 1	4	<u>Examination: April – Nov 2017</u>	Clarification
MM14			<p>How to comment:</p> <p>Consultation on the Local Plan Part 2 and the Environmental Report will run from noon Thursday 18th August 2016 until noon on Mon 3rd October 2016. Please submit any comments during this timeframe.</p> <p>The quickest and easiest way to submit comments is via our online system at this link: https://watford.jdi-consult.net/localplan. Comments may be submitted by selecting the relevant document then clicking on the pen symbol next to the policy on which you wish to comment. Before you submit comments for the first time you will need to register on the system. This is a simple process requiring a valid email address. Submitting comments this way is easy to do, and avoids any chance of</p>	This information is no longer necessary

			<p>confusion as to which policy you are commenting on.</p> <p>If you are unable or prefer not to submit comments online, please email them to strategy@watford.gov.uk ensuring each comment clearly indicates the policy referred to, and the relevant legal or soundness test. Such comments should be sent in a format that allows comments to be easily cut and pasted into the consultation system.</p> <p>Our postal address and contact details are:</p> <p>Watford Borough Council Planning Policy FREEPOST ANG0394</p>	
SPECIAL POLICY AREAS AND MIXED USE ALLOCATIONS				
MM14	Paragraph 2.3	10	Core Strategy and Development Plan Document <u>Local Plan</u>	Correction requested by HCC
MM15	SPMX1	10	Development proposals should accord with the related Core Strategy <u>and guidance on environmental considerations contained in this plan.</u>	Historic England requested this change for clarity
MM16	SPMX1	10	Any proposals should also take account of safeguarded facilities and areas of search contained in the Hertfordshire Waste <u>Local Plan</u> Core Strategy and Development Plan Document or the Hertfordshire Minerals Local Plan	Correction requested by HCC
MM17	SPMX1	10	SPA2 Watford Junction (includes a safeguarded rail aggregates depot <u>and associated facilities</u> at Orphanage Road)	London Concrete requested that this change is incorporated in the policy for consistency
MM18	SPMX2	11	Replace 0 in estimated housing component with: <u>A proportion as part of a mixed use development and subject to provisions set out in Appendix I.</u>	The developer of this site was concerned that the '0' figure in the table precluded housing on the Gasholder site. This is not the intention of the council, which identifies this as a mixed use site. The site

				constraints affect housing capacity on site which will need to be determined in conjunction with the Environment Agency as any scheme is prepared.
SUSTAINABLE DEVELOPMENT				
MM19	Paragraph 3.1	13	Until the commencement of amendments to the Planning and Energy Act 2008 in the Deregulation Bill 2015 (the date of which is still unknown) we will continue to require energy performance above that currently set in the building regulations in <u>the special policy areas</u> . The council is supportive of developments which go beyond the building regulations for residential development. Standards relating to non-residential development are unaffected by these national changes.	Clarification to ensure that the supporting text is consistent with the policy.
MM20	Policy SD5	14	<p>Policy SD 5 Sustainable Design Requirements</p> <p>All residential development will need to comply with the energy performance standards set in the building regulations, as a minimum. Non-residential development should achieve BREEAM Very Good, as a minimum.</p> <p>All major development should meet current BREEAM Communities standards.</p> <p>Major development within the Special Policy Areas should achieve an energy performance standard equivalent to the former sustainable code for homes level 4 in the case of residential development or BREEAM Excellent in the case of non-residential development.</p>	Following discussion with DCLG, this policy currently is worded to be in line with national policy. However it is clear that residential development should not have performance targets attached, and because the communities standards may include residential development it was required to remove this requirement for the policy.
MM21	Para 3.17	17	Insert " <u>water supply and</u> " before "wastewater infrastructure" in first sentence.	Clarification in response to comments from Thames Water
MM22	Policy SD8	18	<p>Add text after "flood risk zones 2 and 3" at end of 3rd para: <u>A sequential approach to site design will be required.</u></p> <p><u>Development should be directed away from flood risk zone 3b (land where water flows or is stored in times of flood). The only type of development which may be</u></p>	Clarification requested by Environment Agency

			<u>acceptable would be water compatible development or essential infrastructure, subject to the Exception test.</u>	
MM23	Policy SD8	19	Amend the last para before the heading “Drainage and Surface Water”: Floor levels in flood zones 2 and 3a should be designed <u>in accordance with the guidance “ Flood Risk Assessments: Climate Change Allowances” updated 12 April 2016. This can be found on Gov.uk. to be above the 1 in 100 years predicted maximum flood levels, plus a minimum freeboard of 300,,. Taking account of climate change. The allowances to be made for climate change should follow the latest Environment agency guidance (currently Climate Change Allowance for Planners 2016).</u>	Clarification requested by Environment Agency
MM24	Policy SD8	19	Insert “ <u>as part of development proposals</u> ” after “infrastructure provider” in 4 th bullet under “Drainage and surface water”	Clarification requested by Environment Agency
MM25	Table following Policy SD8	20	NPPF: Paras 100 -104 on flood risk, Para 99 on climate change adaptation. A Practice Guide Companion to PPS25.	Correction to remove reference to obsolete PPS.
MM26	Policy SD9	22	Insert “ <u>or will be provided in time to serve the development</u> ” after ““water supply is available...”	Clarification in response to comments from Thames Water
MM27	Para 3.30	24	The Waste <u>Local Plan Core Strategy and Development Management Policies Document</u> , produced by Hertfordshire County Council defines the Waste Hierarchy for Hertfordshire to minimise the amount of waste disposed of in landfill as prevention-preparing for Re-Use – Recycling – Other Recovery – Disposal. <u>Information from WRAP about the benefits of a circular economy in reducing waste is detailed in the diagram overleaf.</u>	HCC requested that this clarification is made
MM28	Figure re the circular economy after para 3.30	25	<ul style="list-style-type: none"> • Drive r greater resource productivity 	To correct a typo
MM29	Para 3.61	35	Proposals including significant external lighting will require a Lighting Impact Assessment prepared by a lighting specialist and <u>should adhere to the guidance</u>	Addition requested by HCC

			provided by the Institute of Lighting Engineers. Conditions may be used to mitigate any significant impact, for example by limiting the times of use and restricting illumination levels. The replacement or improvement of existing lighting to minimise impact shall also be considered.	
MM30	Policy SD15	36	avoid adverse impact on heritage assets <u>the historic environment</u> .	Historic England asked for all references to “heritage assets” to be changed to the “historic environment”
TOWN AND LOCAL CENTRES/RETAIL				
MM31	Policy TLC3	41	The Council will normally seek to achieve at least 60% of the shop units on a street within the primary area in retail use (i.e. Use Class A1).	Clarification
MM32	Policy TLC4	41	Within Intu Watford (the former Harlequin and Charter Place) Shopping Centre (including units with direct access to <u>the</u> High Street and Queens Road – <u>excluding those units designated as secondary frontage</u> – as defined on the policies map) planning permission will not be granted for uses outside Use Classes A1, A2 or A3.	NLP requested this additional wording to clarify that those units identified as secondary retail frontage are not included within the Intu designation.
MM33	Policy TLC5	41	Within the Secondary Retail Frontages (as identified on the policies map) the Council will permit uses falling within classes A2 and A3 and other uses appropriate for a Town Centre (<u>as set out in Annex 2 of the NPPF</u>).	NLP requested that these change to text to make clear that the full range of town centre uses as set out in the NPPF would be acceptable in the secondary frontages.
MM34	Policy TLC9	46	ii) Cultural Area - The Parade and Colosseum/Palace Theatre This area has an important role to play in creating a diverse family friendly town centre. The area makes an important contribution to the cultural offer of the town and it is important to reinforce this. <u>The area includes a significant part of the Civic Core Conservation and a number of listed (Palace Theatre and Colosseum) and locally listed buildings.</u> Much of this area is designated as secondary retail frontage and policy TLC 5 applies in terms of land use at ground floor which allows the growth of service and restaurant /café use in this area. The use of upper floors in this area	Additional wording requested by Historic England

			<p>for office or residential will be encouraged as the occupation of upper floors will make an important contribution to the vitality and vibrancy of the town centre. The Colosseum is functionally part of the cultural offer of the town but is physically separated from the cultural area by the ring road so it is shown as being within the Civic Area. The Palace Theatre is also functionally a key part of the town's cultural offer, but is located within the area where retail is the main activity and is included in this area rather than the cultural area.</p> <p>“vi) Heritage Area St Mary’s and High Street/King Street conservation areas</p> <p>Policies for these conservation areas are set out in the Conservation Areas Management Plan.</p> <p>The primary concern in these areas is the impact of any proposed development on the designated heritage assets. The Council will expect proposals for development in these areas to actively seek to enhance the identified character and appearance of the conservation areas <u>and the setting of the listed buildings and heritage assets within and adjoining them.</u></p>	
HOUSING				
MM35	Policy HS11	67	Amend section title: Older Persons’ <u>and Specialist</u> Housing	To match the policy title and recognise that specialist accommodation is not only for older people – clarification requested by HCC
MM36	Policy HS11	67	in order to provide further older persons’ <u>the appropriate type of accommodation</u>	Amended to recognise that specialist accommodation is not only for older people.
MM37	Policy HS12	70	Insert row for MXD3: <u>A proportion as part of a mixed use development and subject to provisions set out in Appendix I.</u>	The developer of this site was concerned that the ‘0’ figure in the table precluded housing

				on the Gasholder site. This is not the intention of the council, which identifies this as a mixed use site. The site constraints affect housing capacity on site which will need to be determined in conjunction with the Environment Agency as any scheme is prepared.
MM38	Para 5.24	72	Add to the end of para 5.24: <u>Core Strategy Policy HS4 provides that sites will be identified to accommodate 20 additional pitches by 2021 – site GT1 below provides for this. The suitability of windfall sites to contribute to provision beyond this will be assessed against the criteria in Policy HS4.</u>	Wording agreed with National Federation of Gypsy Liaison Groups
EMPLOYMENT				
MM39	Policy EMP3	75	E3 Fishers <u>Wiggenhall Industrial Areas</u>	Change of name requested by Watford BC Property Team
MM40	Paras 6.18 – 6.23 and Policy EMP6	79	In recent years the UK film and TV industry has created successful British films and television shows, maximising its value in employment terms and underpinning it's position in a highly competitive international environment by stimulating further private investment in world-class infrastructure. The importance of the UK creative industries to the economy is reflected in government ambitions to make Britain one of the world's leading audio-visual economies, sustaining high quality jobs and driving international exports. Warner Bros. Studios Leavesden is an integral part of the UK film industry <u>creative sector</u> , representing one of the largest studio spaces in the UK <u>and</u> attracting inward investment of national significance to the UK film <u>and</u> <u>TV</u> industry. The Studios, and the wider UK film <u>and</u> <u>TV</u> industry, play an important role in promoting the UK overseas, particularly as a result of investments such as the Harry Potter Studio Tour and are therefore important to the continuing growth of the UK's	Wording clarification requested by Warner Bros

		<p>tourism economy and international profile of the UK. The spill over effects of the film creative industries are significant, particularly as a result of investments such as the Harry Potter Studio Tour which increases tourism spend and contributes substantially to the local and national economies.</p> <p>The film and TV industry is also important in terms of job creation, with employment in the film sector outpacing almost all other sectors in the economy. The Studios provide direct and indirect employment across the Borough, and the Studio Tour focuses focusing on employing local people wherever possible and investing in skills and training.</p> <p>The economic contribution of Warner Bros. is of significance to the UK film creative industries and to the continuing growth of the local economy. The Island Site is a key component in the future development of the Studios and the wider sector, further supporting its contribution to the UK film industry.</p> <p>Why is this policy needed?</p> <p>The Island site straddles the administrative boundary between Watford Borough and Three Rivers District. The Three Rivers Site Allocations document was adopted in November 2014 and includes a policy for the part of the Island Site, which falls within Three Rivers District. The site has been allocated by Three Rivers to support the Studios. It makes sense for a similar policy to apply to the remainder of the site, within Watford's boundary, to ensure a consistent approach. This site is required for the future expansion and redevelopment of the nationally significant Leavesden Studios which, together with those other businesses that support the creative industries sector. Jointly with its popular Harry Potter attraction (Warner Bros. Studio Tour London - The Making of Harry Potter™,) the site is considered to be is of national economic benefit as well as bringing employment benefits to the area, and the Island Site will play an important role in furthering these benefits.</p> <p>What is it intended to do?</p>	
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			<p>This policy provides for the future expansion of Leavesden Studios, <u>acknowledges the contribution that the creative industries make to the Hertfordshire film and TV cluster</u> and ensures a consistent approach for the site with Three Rivers. The site will be removed from the Green Belt on adoption of this Plan. <u>This will be undertaken in order not to compromise the ability of Leavesden Studios and the Hertfordshire film and TV cluster to contribute to the national and regional economy, both as a local employment site and as a centre of economic growth for the District.</u></p> <p>Policy EMP6 Leavesden Studios Operations – The Island Site</p> <p>Development of the Island Site should be connected to the operation of Leavesden Studios <u>for purposes ancillary to the use of the main Studio site for film and TV productions.</u></p> <p>The design of any development should take into account the site's proximity to, and protect the visual amenity of, the Green Belt. Appropriate landscaping should be provided.</p>	
TRANSPORT				
MM41	Policy T6	82	<p>All development should provide an appropriate level of parking in line with the parking guidance set out in Appendix G based upon the proposed size, use and the accessibility of the site. Accessibility Zones for the borough (as shown in the appendix) have been defined with regard to accessibility to railway stations and bus routes, with a minimum frequency of services that provide an alternative means of travel to the private car. Flexibility on the recommended <u>guidance</u> standards will be considered positively for 'car lite' developments in close proximity to major transport infrastructure where secure cycle storage is provided.</p>	<p>Comments were received which requested that it be made clear that the parking requirement are 'guidance'.</p>
URBAN DESIGN AND THE HISTORIC ENVIRONMENT				
MM42	Policy UD4	92	<p>Policy UD 4</p> <p><u>The Council will conserve the significance (including character and setting) of the borough's heritage assets</u></p>	<p>Changes for clarity and consistency with NPPF – agreed with Historic England</p>

		<p>The Historic Environment</p> <p>Listed Buildings (Nationally Listed Buildings)</p> <p>The Council will preserve the character and setting of the borough's listed buildings and will support applications where:</p> <ul style="list-style-type: none"> • <u>development the extension/alteration of a listed building</u> would not adversely affect <u>the its</u> character as a building of special architectural or historic interest, both internally and externally, or adversely affect its wider setting; • any change of use would preserve its character as a building of special architectural or historic interest and ensure its continued use/viability. <p>Applications involving the demolition of a listed building will only be granted in wholly exceptional circumstances.</p> <p>Setting of a Listed Building</p> <p>Where development proposals lead to harm to, or loss of significance of, a listed building <u>(including due to an impact on its setting), applications for such development will only be granted in wholly exceptional circumstances where this harm or loss can</u> would be weighed against the public benefits of the proposal.</p> <p>Conservation Areas</p> <p>Within conservation areas development will be supported where it:</p> <ul style="list-style-type: none"> • is of a design and scale that preserves or enhances the character and appearance of the area; • uses building materials, finishes, including those for features such as walls, railings, gates and hard surfacing, that are appropriate to the local context <u>preserve or enhance the character of the conservation area;</u> • retains historically significant boundaries, important open spaces and other elements of the area's established pattern of development, character and historic value, including gardens, roadside banks and verges; 	
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			<ul style="list-style-type: none"> retains and restores, where relevant, traditional features such as shop fronts, walls, railings, paved surfaces and street furniture, and improves the condition of structures worthy of retention; does not harm important views into, out of, or within the Conservation Area; protects trees, hedgerows and other significant landscape features and incorporates landscaping appropriate to the character and appearance of the Conservation Area; Results, where relevant, in the removal of unsympathetic features and the restoration or reinstatement of missing features. <p>Demolition in Conservation Areas</p> <p>Within conservation areas, permission for development involving demolition or substantial demolition will not be granted unless it can be demonstrated that:</p> <ul style="list-style-type: none"> the structure to be demolished makes no significant contribution to the special character or appearance of the area; it can be demonstrated that the structure is wholly beyond repair or incapable of beneficial use; it can be demonstrated that the removal of the structure and its subsequent replacement with a new building and/or open space would enhance the conservation area. <p>Permission will not be granted for development outside of but near to a conservation area which adversely affects the setting, character, appearance of or views in to and out of that conservation area.</p>	
MM43	Paragraph 9.10	96	<p>9.10 This policy will require that all new housing development complies with the guidance in the Watford Residential Design Guide and in particular that it complies with the nationally described space standard which is presented in a revision to the Residential Design Guide. <u>In certain circumstances the Nationally Described Space</u></p>	Changes are agreed with St William.

			<p>Standard may be applied with some flexibility. These circumstances are where :</p> <ul style="list-style-type: none"> • <u>The internal space guidelines are exceeded for nearly all the proposed units in a scheme; and/or</u> • <u>The building being converted is a constrained heritage asset and the design accords with objectives of Policy UD1: Delivering High Quality Design</u> 	
GREEN INFRASTRUCTURE				
MM44	Paras 10.1	98	Green Infrastructure refers to a network of multifunctional green space, both new and existing, rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities. It provides landscape, wildlife, recreation, sport, <u>local food production, ecosystems services</u> and cultural experiences and can play a key role in adapting to and mitigating <u>the effects of climate change.</u>	HCC requested that these insertions are made
MM45	Paras 10.3	98	The policy is needed to ensure the adequate protection of the trees, woodlands and hedgerows within the borough. Watford is essentially an urban area but does contain significant and high quality areas of green infrastructure which contain trees, woodland and hedgerows. In addition, the borough contains many trees in gardens and on streets, all of which play an important role for <u>amenity and</u> human and animal welfare by providing breathing space within the urban area and valuable habitats <u>which includes ecological networks and green corridors.</u>	Clarification requested by HCC
MM46	Paras 10.6	99	<u>The loss of trees due to development does result in impacts on biodiversity and the loss of amenity value in the short term.</u> Where redevelopment of a site involves the loss of trees the developer will be expected to replace those trees with new ones and where there are significant losses replacement will be at a level of two new trees for every one lost.	Clarification requested by HCC
MM47	Paras 10.11	101	The policy is intended to ensure that all development adjacent to the canal respects its character, setting, ecological and heritage value as well as having regard to improving and enhancing views along and from the canal. Development including environmental improvements to the canal's appearance will need to include enhancement of its historic <u>and biodiversity</u> value and should include <u>measures to improve biodiversity value along the canal corridor.</u> Adverse impacts on biodiversity	Clarification requested by HCC

			will be resisted unless suitable mitigation or compensation is demonstrated.	
MM48	Policy GI7		<p>Development affecting within/adjacent or close to a nearby river or watercourse will be expected to conserve and enhance the biodiversity, landscape and <u>amenity recreational</u> value of the river or watercourse and its corridor through good design, and to have regard to historic interest. Improvements to the water environment and water ecology should be made <u>to contribute to the achievement of the Water Framework Directive</u>, including restoration and enhancement of marginal, bankside and floodplain habitat where appropriate as well as in stream, aquatic habitats <u>or other mitigation measures in consultation with the Environment Agency</u>. The siting of lighting will need to be carefully considered in order to ensure that there are no adverse impacts on biodiversity. Where on-site improvements are impossible <u>In exceptional circumstances where onsite improvements are clearly not possible, this must be fully demonstrated and agreed to the satisfaction of the council. In this circumstance,</u> financial or land contributions towards the restoration of rivers or watercourses and improvements to their health and resilience will be required.</p> <p>Applicants should demonstrate that they have taken account of the Thames River Basin Management Plan, the Colne Catchment Management Plan and any other relevant river management and restoration plans.</p> <p>Opportunities for deculverting should be taken wherever possible and new culverts will not be permitted.</p> <p>Development close to Tthe <u>River Colne</u>, The Gade or The Waterfields Way Ditch (defined by DEFRA as main rivers) should be set back by at least 8m from the top of the bank, <u>which is defined as the point at which the bank meets the level of the surrounding land</u>. Development should be set back at least 5m from the top of the bank of any other watercourse or pond to ensure acceptable flood flow routes are maintained, to allow access and to provide a corridor for wildlife and biodiversity. In terms of setting, large buildings should not be closer to the river than their height.</p> <p>The removal of redundant structures (<u>as identified by the Thames Basin Management Plan</u>) within water channels is encouraged <u>required except</u> where they</p>	Wording changes requested by the Environment Agency and HCC and for clarification

			<p>are not of <u>particular</u> historic interest. Replacement structures are discouraged and if required must ensure they allow adequate fish passage.</p> <p>Wherever appropriate, public access to the river or watercourse should be maintained or provided. This access should be designed to allow access for all users in a way which respects ecological value.</p>	
MM49	Table	105	<p>Add to the Other Local Policies line:</p> <p><u>Watford and Herts Wide Green Infrastructure Plan:</u></p>	HCC asked that this document is included in the section.
MM50	Table	105	<u>These this policy policies supports/delivers</u>	The same table is relevant to both GI6 and GI7.
MM51	Paras 10.36	109	The Council will also seek contributions towards the enhancement of either existing natural green spaces and/or to increase the biodiversity of other existing green space typologies such as parks and gardens, <u>allotments, community orchards, sports pitch sites and other local amenity green space.</u>	HCC has that the definition of green infrastructure be expanded to include these features
MM52	Paras 10.37	110	Add heading: <u>Why is this policy needed?</u>	For consistency - HCC identified that these headings were missing
MM53	Para 10.38	110	Add heading: <u>What is it intended to do?</u>	For consistency - HCC identified that these headings were missing
MM54	Paras 10.37	110	<p>10.37 National Policy places importance on minimising the impacts of development on biodiversity and seeks a net gain where possible (NPPF paras 109, 117 and 118). <u>The Wildlife and Countryside Act 1981 and subsequent amendments consolidate national legislation to implement the Convention of Europe Wildlife and Natural Habitats Directives. In addition, the Natural Environment and Rural Communities Act 2006 (England and Wales), identifies the duty on Local Authorities to have regarding to biodiversity.</u></p> <p>The Core Strategy policy GI3 sets out the key areas within Watford which have the highest biodiversity value and seeks to protect and enhance these areas. <u>In line with the aims of the Local Nature Partnership (LNP), the Council also places significant</u></p>	Clarification requested by HCC

			importance on the Hertfordshire Green Infrastructure Plan and Biodiversity <u>Action Plan Principles</u> and the data in the Hertfordshire Environment Records Centre as a primary evidence source.	
MM55	Paras 10.39	110	10.39 This policy <u>expects that where appropriate , development proposals will demonstrate the relative ecological value of a site before and after development. Proposals should follow the mitigation hierarchy and provide clear evidence of impacts and enhancements where appropriate, consistent with the aims of the NPPF 2012, sets out the methods which the Council will use to assess the ecological value of a particular site before and after development.</u> The policy requires the use of a nationally accepted method which follows BS42020 “Biodiversity – Code of Practice for Planning and Development” and guidance provided by CIEEM. <u>This will require sufficient detail and clarity to enable net losses and gains to be identified and monitored consistent with the Code. Where unavoidable, biodiversity offsetting should be considered as a means to ensure there is no net loss of biodiversity resulting from the development. To comply with code requirements an objective method for assessment should be used. This can be the DEFRA, Natural England, The Environment Bank and Warwickshire County Council – the Biodiversity Impact Assessment Calculator or other similar tool e.g. (CIEEM)</u>	HCC Ecology and HMWT asked for rewording.
MM56	Policy GI10	111	New development will be permitted provided that it meets the requirements of Policy GI3 of the Core Strategy and avoids negative impacts on the natural environment including impacts on protected species, designated local wildlife sites, Sites of Special Scientific Interest (SSSI) and green infrastructure/ecological networks outside but near the borough boundary. The mitigation hierarchy will be followed and effective mitigation should be used to reduce the likelihood of harm arising. Compensation will only be considered as a last resort <u>if avoidance and mitigation measures are not possible. Where compensatory measures are needed to address impacts on land which is not designated a SSSI but is considered to be of significant biodiversity value (this includes designated local wildlife sites, known protected species and local ecological networks).</u> The use of established best practice will be expected to evaluate the threats-impacts and opportunities provided by all development proposals. <u>Ecological information should be presented in accordance</u>	HCC Ecology, HMWT and Natural England all requested minor wording changes. The wording changes sought to satisfy all consultees and the final wording was agreed with NE.

			with Any tools used to present the assessment should follow BS42020 “Biodiversity – Code of Practice for Planning and Development” or other measures of best practice, including Biodiversity offsetting where necessary.	
MM57	Para 10.40	111	Protected and priority species represent a material consideration in planning decisions. Where there is a reasonable likelihood of these species being negatively impacted by development, an appropriate survey will be required which demonstrates that adverse impacts will be avoided, mitigated or as a last resort compensated. Any offsetting or gain identified by an assessment of a development, and the mitigation, if required, should be clearly demonstrated. Through the use of the calculator referred to in the policy it will be clear whether there is a net loss or gain to biodiversity value after a development proposal has been implemented; scores which show a positive value at the end of process will show a net gain to the habitat and those which show a negative value will show a net loss to the habitat.	Reference to the calculator had been removed from the policy before Publication in response to concern from HCC but a reference to it remained in the supporting text in error. Change is for clarity and consistency.
TALLER BUILDINGS				
MM58	Policy TB1	116	The majority of Watford is characterised by low level residential and other forms of development where taller buildings would generally be considered inappropriate. All development needs to be designed in order to respect, reinforce and enhance the local character, <u>including historic character</u> , of the area in which it is located and to contribute to Watford’s <u>distinctive</u> sense of place and identity as referred to in Policy UD1 of the Core Strategy.	Change requested by Historic England
MM59	Policy TB2	118	<u>4.</u> Public realm, open space and amenity	Correction – number had been omitted.
MM60	Policy TB2	118	8. The design should detail a transport strategy for the proposed development to include how cycle <u>parking</u> , car parking, <u>cycle permeability</u> and pedestrian permeability have been integrated into the <u>proposals overall design....</u>	Clarification requested by HCC
MM61	Appendix G		Dimensions: All parking spaces must have minimum dimensions of 2.4m wide by 4.8m long with a minimum <u>distance of area</u> 6m deep in front of the space to allow for manoeuvring in	Clarification required and HCC requested that the dimensions of garages and parallel parking spaces be clarified.

			and out of the space. For parallel spaces minimum dimensions should be 6.0m by 2.4m with a minimum distance of 4.5m for manoeuvring in and out. All external and integral garages must have minimum internal dimensions of 3m wide by 6m 5.5m long (per vehicle) with a minimum <u>of</u> area 7m deep in front of the garage to allow for manoeuvring in and out of the garage. Any spaces or garages that do not meet these minimum dimensions will not be considered as parking accommodation for the purposes of Policy T6.	
APPENDIX I				
MM62	Appendix I		The following site allocations schedules provide further information on each site. It identifies <u>provides a list of some of the key</u> constraints and development considerations, which should be used to inform how the site should be progressed. Applications for each site will need to fully account for these considerations when preparing any application or development brief. The considerations were developed at allocation stage and are not exhaustive but serve <u>only</u> as a guide. <u>It is likely that further development considerations will be identified</u> at application stage. Please note that the maps and illustrations in this appendix are for illustrative purposes only. Please refer to the Policies Map which accompanies the Local Plan Part 2: Site Allocations and Development Management Policies.	The council were concerned that the development considerations were been taken as the full list of what needs to be considered for application. Naturally, this is not possible at site allocation stage, but rather at application stage where full site visits are undertaken by an application to identify the required information.
MM63	SPA1		Heritage assets <u>The historic environment</u> (conservation areas, listed buildings including <u>Little Cassiobury</u> and locally listed buildings) in the town centre <u>needs</u> to be carefully considered as part of any proposals.	HE requested that Historic Environment term be used and that reference to Little Cassiobury is made here.
MM64	SPA2		Design and development along the boundaries will need to be sympathetic to the <u>significance and setting of the adjacent following heritage assets:</u> Nascot Conservation Area, <u>Grade II listed Benskins House (The Flag Public House), Reeds Crescent and other heritage assets within the area including the Old Station House.</u>	Clarification requested by Historic England
MM65	SPA 2		Development proposals will need to be in line with the emerging Watford Junction Masterplan <u>Development Brief</u> and the SPA objectives requirements of Policy SPA2 in	Clarification changes requested by London Concrete

			<p>the Core Strategy.</p> <p><u>The Orphanage Road rail and The waste– aggregates depot and associated facilities (concrete batching plant) within the SPA is safeguarded as identified in Policy SPA2 and Hertfordshire County Council's Minerals Plan. This will need to be retained, or a comparable facility provided within the local area. on site, which will also be subject to safeguarding, or a new comparable facility provided in the local area. Any new development in the vicinity of the safeguarded area should not prejudice the existing or future use of the safeguarded site and operations.</u></p>	
MM66	SPA3		<p>Consideration will need to be given to <u>the preservation and enhancement of the setting of the Square Conservation Area</u> and an archaeological investigation may be required for sites within the SPA</p>	HE requested that this change is included
MM67	SPA3		<p>The Lairage Land Local Nature Reserve will be protected from development <u>and a phase 1 habitat survey may be required.</u></p>	HCC provided further information regarding ecology and it was felt the inclusion of this wording to cater for any ecological constraints on or around this site would be helpful.
MM68	SPA 3		<p>Development will focus on the new health campus proposals and the provision of high quality housing (<u>next to the Vicarage Road Station</u>) in this SPA to be consistent with the SPA objectives in the Core Strategy</p>	TFL requested that reference is made to the new station in this area.
MM69	SPA4		<p>Flood risk assessments will be required for specific development areas i.e. the gas holder site and the surrounding area, as detailed in the SFRA Level 2 Study <u>this may include sustainable drainage approaches and green infrastructure to mitigate against flood risk.</u></p>	This clarification is to satisfy the authorities responsible for flood risk
MM70	SPA4		<p>Design and development will needs to <u>be sympathetic to the significance and setting of the cluster of Grade II listed buildings on Lower High Street</u> while <u>an appropriate scheme of repair and reuse for Grade II* listed Frogmore House will be given</u></p>	HE requested that this addition is made

			significant weight include measures to secure the future of Frogmore House [Nationally Listed] and protect the setting of locally listed Frogmore Cottages	
MM71	SPA5		Robust pedestrian and cycle linkages are expected to form part of new developments, including linkages with North Watford and <u>Watford Junction Train Stations</u>	HCC requested that this addition is made. " Train" deleted as unnecessary .
MM72	SPA 6		Robust pedestrian and cycle linkages are expected to form part of new development in this location, including the retention of the established cycle route through Croxley View <u>which needs to connect to the new Cassiobridge Station</u>	HCC requested that this addition is made
MM73	MXD1		Initial preliminary risk assessment site investigation required to identify any contaminated land <u>and archaeological assessment</u>	HCC and the EA requested these two changes to be included.
MM74	MXD3		Design and development will needs to be sympathetic to the significance and setting of the cluster of Grade II listed buildings on Lower High Street while an appropriate scheme of repair and reuse for Grade II* listed Frogmore House will be given significant weight include measures to secure the future of Frogmore House [Nationally Listed] and protect the setting of locally listed Frogmore Cottages	HE requested that this change be included
MM75	MXD4		<u>A Preliminary Risk Assessment will be required</u>	EA identified that a Preliminary Risk Assessment will be required.
MM76	R2		Clear pedestrian <u>and cycle</u> connections between the High Street and the site should be provided	HCC requested that this information be included

MM77	R2		<u>Design and development will need to be sympathetic to the significance and setting of adjacent heritage assets. 11-33 The Parade are locally listed buildings and will need to be considered as part of new proposals, as well as the adjacent while proposals should preserve and enhance the setting of the adjacent Civic Core Conservation Area</u>	HE requested that this wording change be included to adequately reflect heritage assets
MM78	R3		Robust pedestrian <u>and cycle</u> links with the town centre are expected to form part of new development in this location	HCC requested that reference be made to cycle links in this site
MM79	R3		There are listed buildings along the High Street Elevation at <u>Design and development will need to be sympathetic to the significance and setting of the adjacent heritage assets including 14-16 The Parade and 58 High Street the latter of which need is expected to be retained in any redevelopment proposals</u>	HE requested that this wording change is included
MM80	R4		Design and Development will need to be sympathetic to the significance and The setting of Grade 1 listed building of St. Marys Church and Grade II* listed nationally listed buildings (Church (grade I), the almshouses and the Elizabeth Fuller Free School (grade II)) while proposals should enhance and preserve the and a designated conservation area} and surroundings need to be protected as part of any redevelopment	HE requested that this wording change be included
MM81	R5		<u>Design and development will need to be sympathetic to the significance and setting of adjacent heritage assets including the Grade II listed building The protection of 63 -65 High Street which is expected to be retained is a nationally listed building [Grade II] is required particularly the frontage elevation.</u>	HE requested that this wording change be included
MM82	H1		Sufficient car <u>and cycle</u> parking for the train station and <u>the site</u> will need to be re-provided.	HCC requested that cycle links be included for this site

MM83	H1		Design and development will need to be sympathetic to the significance and setting of the adjacent should not impact on the nearby nationally <u>Grade II</u> listed buildings at Bushey Arches <u>railway viaduct</u> and the Oxhey Conservation Are	HE requested that this be included
MM84	H2		Greater pedestrian and cycle connectivity with the High Street and the nearby <u>stations</u> is required as well as public realm improvements	HCC requested that cycle links be included in this line
MM85	H2		Preliminary archaeological assessment and preliminary risk assessment required for this site	EA requested that a Preliminary risk assessment be included in this site
MM86	H2		A replacement skate park, of at least equivalent size and quality, should be provided in an accessible location ahead of this site being developed. The Sports Facilities Strategy includes a site for an improved replacement at Oxhey Park North. The skate park will need to be re-provided as part of this scheme to a location that is accessible and close to existing transport nodes	Wording agreed with Sport England to address their concern – to make it clear that development would not take place without a replacement skate park being provided.
MM87	H3		Design and development will need to be sympathetic to the significance and setting of the adjacent should not impact on the adjacent Watford Printers Building, the Red Lion Public House (locally listed buildings) and the Square Conservation Area. The materials and the setting should complement these adjacent historical assets	HE requested that this addition be included to adequately account for the historic environment
MM88	H3		Initial preliminary risk assessment site investigation and archaeological assessment required to identify any contaminated land	HCC and the EA requested these two changes to be included.
MM89	H4		Initial preliminary risk assessment site investigation required to identify any	HCC and the EA requested these two changes to be

			contaminated land <u>and archaeological assessment</u>	included.
MM90	H5		Careful design is required to provide suitable road access secure cycle storage and pedestrian <u>and cycle connectivity</u> to the surrounding area	HCC requested that cycle links are included in this plan
MM91	H6		Phase 1 Habitat survey to identify any ecological interest <u>to include bat roost potential in buildings.</u>	HCC identified further information regarding ecology and it was felt the inclusion of this wording to cater for any ecological constraints on or around this site.
MM92	H7		Design <u>and development will need to be sympathetic to the significance and setting of the adjacent</u> should seek to complement locally listed buildings [195-199 Rickmansworth Road] adjacent to the site	HE requested this further information
MM93	H9		<u>Design and Development will need to be sympathetic to the significance and setting</u> The setting and protection of the Grade II station building [nationally listed] is required, with <u>where</u> a potential complementary non-residential use <u>may be possible.</u>	HE requested this further information
MM94	H9		Phase 1 Habitat Survey for any of the older buildings on station land to identify <u>any ecological interest such as bats or reptiles</u> bat roost potential/ ecological interest.	HCC identified further information regarding ecology and it was felt the inclusion of this wording to cater for any ecological constraints on or around this site.
MM95	E2		<u>An ecological survey may be required to identify any bat roost potential in some of the older buildings on site</u>	HCC identified further information regarding ecology and it was felt that the

				inclusion of this wording would cater for ecological constraints on site.
MM96	E4		<u>Design and development will need to be sympathetic to the significance and setting of the adjacent locally listed buildings in the proximity of the Paramount Industrial Estate and the Former Odhams Press Hall (locally listed buildings) will need to be designed to protect the integrity of these heritage assets.</u>	HE requested this further information
MM97	E5		Taller buildings will be considered in particular locations in this designation, however how these relate to the surrounding low rise residential areas will require a sensitive design approach [Skyline Taller Buildings SPD] and <u>public realm improvements</u>	HCC requested that public realm improvements be mentioned
MM98	E5		<u>Design and development in this location will need to be sympathetic to the significance and setting of the Grade II Benskins House (The Flag Public House) and it should be demonstrated a design that any proposals has no adverse effect on preserve and enhance conservation areas and the cluster of locally listed and nationally buildings on Clarendon Road as well as the Flag Pub which is a Nationally Listed Building</u>	HE requested some additions, and some of this has been included. However, the development considerations are not exhaustive and are a short guide for applicants bringing forward a site.
Appendices K and L				
MM99			Replace these with the new combined monitoring framework(attached at the end of this table)*	To provide a single monitoring framework for the Local Plan.
Appendix M				
MM100			Appendix L M: Replaced Watford District <u>Plan</u> 2000 Policies	To correct title – missing word, and to renumber due to the change above.
PROPOSED POLICIES MAP				
MM101			Remove green infrastructure hatching from 2 areas of land in Hertsmere included in error (Paddock Road Allotments and Stephenson Way)	This is in order to remove a discrepancy whereby land was hatched outside the borough boundary
MM102			Remove the local and neighbourhood centre hatching from Market Street [numbers	Map correction required

			33-97 and numbers 28-74] and Queens Broadway [all of the Broadway]	
MM103			Correct A3 Hub and Primary Retail Frontage designation	Map correction required to reflect the policy
MM104			Show the safeguarded area on the map of the aggregates depot.	London Concrete requested that the extent of the aggregates depot be shown on the map.

*** Local Plan Part 2: Monitoring Framework**

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
Chapter 2. Special Policy Areas and Mixed Use Allocations				
Policy SPMX 1: Special Policy Areas		<p>Net additional dwellings by</p> <ul style="list-style-type: none"> • local authority area • SPA1 Town centre • SPA2 Watford Junction • SPA3 Health Campus • SPA6 Western Gateway <p>Total amount of additional</p>	Reported annually through the AMR	<p>SPA1 Town centre – development will be monitored as a proportion of net additional dwellings by LA</p> <p>SPA2 Watford Junction – progress on 1500 homes reviewed annually</p> <p>SPA3 Health Campus– progress on 500 homes reviewed annually</p>

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
				<p>delivered within the following areas:</p> <p>SPA1 Town Centre - 3,300 to 4,200 jobs within the wider town centre area (as shown in Figure 6)</p> <p>SPA2 Watford Junction – 1,350 to 2,350 jobs</p> <p>SPA3 Health Campus – 1,000 to 1,900 jobs</p> <p>SPA6 Western Gateway – 700 to 2,000 jobs in Watford Business Park and 150 retail jobs at Ascot Road</p> <p>(Allocated employment areas outside of the SPAs - 500 jobs are expected to be delivered through the reoccupation or redevelopment of vacant space)</p>
Policy SPMX 2: Mixed Use	Housing allocations within mixed use allocations will		Reported annually through the AMR	Development will be monitored

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
Allocations Policy	be monitored for capacity and phasing.			
Chapter 3. Sustainable Development				
Policy SD 5: Sustainable Design Requirements		Building for Life Assessments - on sites of 10 or more housing units	Reported annually through the AMR	Trend of scores of increasing quality desired
Policy SD 6: Renewable Energy Technology Policy SD 7: Decentralised Energy		Renewable Energy Generation - by installed capacity and type	Reported annually through the AMR	Increasing trend
Policy SD 8: Managing Flood Risk and the Water Environment		Number of planning permissions granted contrary to Environment Agency advice on flooding and water quality grounds	Reported annually through the AMR	No planning permissions granted contrary to Environment Agency advice - any objections received from the Environment Agency to be subsequently withdrawn following fulfilment of recommendations
Policy SD 9: Water consumption		Average water consumption	Reported annually through the AMR	Reducing trend
Policy SD 10: Waste	Percentage of waste reused, recycled or composted		Reported annually through the AMR	50% by 2020 or as amended by Waste Strategy
Policy SD 13: Air Quality		Air Quality and Air Management Areas	Reported annually through the AMR	Improvement in quality

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
		Per capita CO2 emissions in LA	Reported annually through the AMR	Reducing trend
Policy SD 14: Noise	Noise Complaints received per 1,000 population		Reported annually through the AMR	Decreasing trend
Chapter 4. Town and Local Centres / Retail				
Policy TLC 3: Restriction of Non-Retail Uses in Primary Retail Frontage	% of retail/non-retail use in primary retail frontage		Individual planning applications Annual shopping survey reported through the AMR	A minimum 60% to be A1 (of ground floor shop units)
Policy TLC 4: Restriction of Non-Retail Uses in the Intu Watford (former Harlequin Centre and Charter Place)	% of retail/non-retail use in INTU Watford (former Harlequin Centre and Charter Place)		Individual planning applications Annual shopping survey reported through the AMR	A minimum 90%, to be A1 (excluding the food court)
Policy TLC 5: Restriction of Non-Retail Uses within Secondary Retail Frontage	% of retail/non-retail use in secondary retail frontage		Individual planning applications Annual shopping survey reported through the AMR	No increase in A4/A5
Policy TLC 6: A3 Restaurant Hub Areas	% of A1 retail and A3 restaurants & cafes/ non-retail in A3 hub areas		Individual planning applications Annual shopping survey	Increase in the percentage of A3; no increase in the percentage of A4 and A5

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
<p>Policy TLC 7: Restriction of Betting and Money Shops/ Clusters</p>	<p>Change in the number of betting and money shops</p>	<p>Amount of completed retail, office and leisure development</p> <ul style="list-style-type: none"> • within town centre • within local authority area <p>Amount of completed retail development in neighbourhood centres</p>	<p>reported through the AMR</p> <p>Individual planning applications</p> <p>Annual shopping survey reported through the AMR</p> <p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>Development will be monitored</p> <p>Development will be monitored in the town centre as a proportion of development of retail and other town centre uses within the LA, with 20,000 sq m gross retail floorspace expected to be delivered between 2006-2031; 10,000 sq m net retail floorspace expected to be delivered at Charter Place in the town centre by 2020 and net convenience retail sales area not exceeding 2,500 sq m at Ascot Road.</p> <p>Development will be monitored as a proportion</p>

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
				of retail development within the LA
Policy TLC 10: Public Realm Enhancement		Progress update on Planning obligations - monies received and infrastructure provided	The CIL report is published annually and a summary of receipts and expenditure is reported annually through the AMR	Section 106 funded schemes and CIL funded schemes will be monitored against the Infrastructure Delivery Plan, which will be regularly updated every two to three years and the requirements of the Core Strategy
Policy TLC 11: Restriction of Non A1 Use Classes in District and Local Centres	% of retail/non-retail use (at ground floor level) in District and Local Centres		Individual planning applications Annual shopping survey reported through the AMR	A minimum 50% of total units in each district and local centre, to be A1
Policy TLC 12: Community Facilities		Access to local facilities in neighbourhood centres as per Table 5 of Watford's Local Plan Part 1, Core Strategy	Reported annually through the AMR	Development will be monitored. The Council will use the distances set out in Table 5 as a measure of how sustainable a centre is and will use this measure to assess new proposals for services identified on the table
Policy TLC 13: Community Facilities Site Allocations Policy TLC 14: Town Centre Retail Site	Development progress will be monitored on allocated sites on a site specific basis		Reported annually through the AMR	Development will be monitored

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
Allocations				
Chapter 5. Housing				
Policy HS 5: Conversion of Houses in Multiple Occupation (HMOs) into Flats	Net additional dwellings as a result of conversions (number of HMOs before conversion and number of dwellings after conversion)		Individual planning applications Reported annually through the AMR	Development will be monitored
Policy HS 6: Applications for Houses in Multiple Occupation (HMOs), self-contained flats (as block HMOs) or Hostels	Number & % of additional HMOs as a proportion of net additional dwellings		Individual planning applications Reported annually through the AMR	Development will be monitored
Policy HS 7: Conversions and Subdivision of Family Housing	Net additional dwellings as a result of conversions (number of dwellings before conversion and number of dwellings after conversion)		Individual planning applications Reported annually through the AMR	Development will be monitored
Policy HS 9: Retention of Affordable Housing		Gross/net affordable housing completions Gross affordable housing completions as percentage of gross housing completions on qualifying sites	Reported annually through the AMR Reported annually through the AMR	No net loss of affordable housing units 35% affordable housing will be sought on major applications of 10 residential units and above (or sites of more than 0.5 ha)

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
		<p>Gross affordable housing commitments</p> <p>Affordable housing mix</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>35% affordable housing will be sought on major applications of 10 residential units and above (or sites of more than 0.5 ha)</p> <p>Target for social rent 20%, affordable rent 65%, intermediate affordable 15%. The council will produce further guidance on the provision of affordable housing in the borough.</p>
Policy HS 10: Garden Development		New and converted dwellings – on previously developed land	Reported annually through the AMR	80% residential development on PDL
Policy HS11: Older Persons’ and Specialist Housing	Additional care homes/bedrooms will be monitored		Reported annually through the AMR	Development will be monitored
Policy HS12: Housing Delivery	Housing allocations will be monitored for capacity and phasing.	Housing trajectory data – plan period and housing targets; net additional dwellings for past, current and future years of	Reported annually through the AMR	A minimum of 6,500 homes 2006-2031, average 260 p.a. Maintaining minimum

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
		<p>plan period to illustrate the expected rate of housing delivery for both market and affordable housing; the five year housing supply; managed delivery target</p> <p>Net additional dwellings by size, market or affordable tenure and type</p> <p>Housing density</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>105% 5 year housing supply</p> <p>Will be as per the Residential Design Guide & Character of the Area Study</p> <p>Will be as per the Residential Design Guide & Character of the Area Study</p>
Policy GT 1: Gypsy and Traveller Provision		Net additional pitches (Gypsy and Traveller)	Reported annually through the AMR	20 additional Gypsy and Traveller pitches by 2021. No specific target for transit and show people sites - development will be monitored
Chapter 6. Economic Development and Employment				

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
		<p>Total amount of employment floorspace on previously developed land (PDL) – by type</p> <p>GCSE and Equiv. results</p> <p>Qualifications of working age pop.</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>90% of employment floorspace completed on PDL</p> <p>Increasing trend</p> <p>Increasing trend</p>
<p>Policy EMP 5: Clarendon Road, Station Road and Bridle Path Office Area</p>	<p>Office floorspace completed (including gains, losses) in the Clarendon Road and Bridle Path office area (proposed Employment Area E5)</p>		<p>Individual planning applications</p> <p>Reported annually through the AMR</p>	<p>Net gain in office floorspace</p>
<p>Chapter 7. Transport</p>				
<p>Policy T 6: Car parking provision</p> <p>Policy T 9: Access and Servicing</p>		<p>Accessibility – percentage of new residential development within 400 metres public transport time of services/key activities</p> <p>Amount of completed residential development</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>Development is monitored</p> <p>Development is monitored</p>

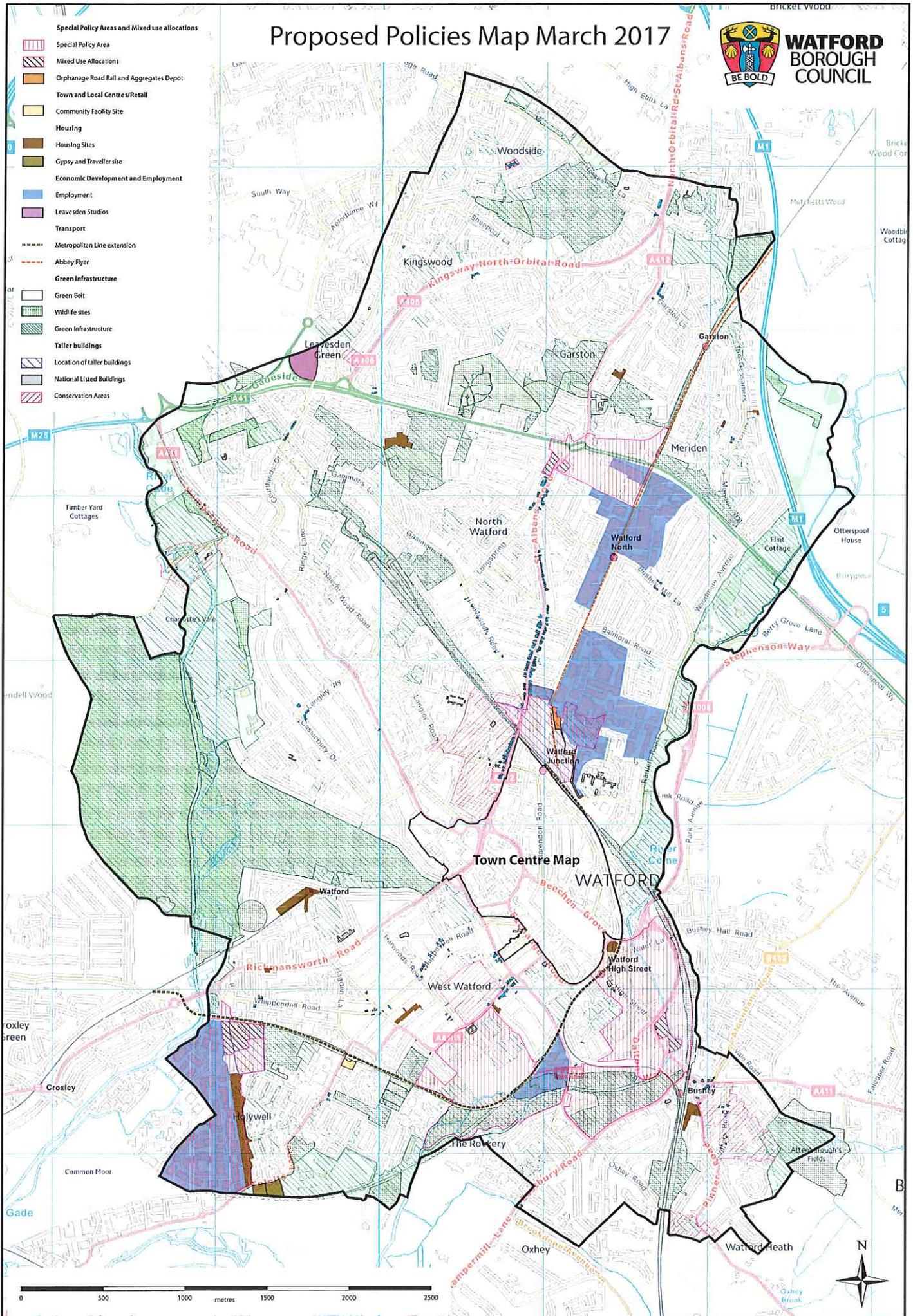
Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
		<p>within UCOs A,B and D complying with car-parking standards set out in the LDF</p> <p>Percentage change in total vehicle kilometreage on HCC roads in Watford</p> <p>Travel mode shares</p> <p>General update on development progress on major schemes such as the Metropolitan Line Extension (formerly Croxley Rail Link) and Watford Junction</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>Change is monitored</p> <p>Increasing use of cycling, walking, public transport and reduction in travel by car mode desired</p> <p>Progress of development is monitored</p>
Policy T 7: Car clubs and charging points for low emission vehicles	Number of new electric charging points		Reported annually through the AMR	Increasing trend
Policy T 8: Cycle parking provision		<p>Cycle route usage – number of trips and % change</p> <p>Amount of cycle route delivered in Watford</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>Increasing trend</p> <p>Additional cycle route delivered is monitored</p>

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
Chapter 9. Urban Design and the Historic Environment				
Policy UD 4: The historic environment		Buildings on buildings at risk register Listed buildings demolished Conservation character area appraisals completed Conservation Area Management Plan (adopted 8 July 2013)	Reported annually through the AMR Reported annually through the AMR Reported annually through the AMR Reported annually through the AMR	Decreasing trend desired - National Register updated every 5 years To be reviewed annually Appraisals to be updated every five years (original target of 100% of all appraisals achieved by 31/3/2012) Conservation Area Management Plan to be updated every five years (original target of 'consultation draft document by 2013 achieved')
Policy UD 5: Design policy: Residential Design Guide and optional technical housing standards – Nationally described		Building for Life Assessments – on sites of 10 or more housing units	Reported annually through the AMR	Trend of scores of increasing quality desired

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
space standard				
Chapter 10. Green Infrastructure				
<p>Policy GI 5: Trees, woodlands and hedgerows</p> <p>Policy GI 10: Managing biodiversity in new developments</p>		<p>Change in areas of biodiversity importance – to show losses or additions to biodiversity habitat.</p> <p>In terms of biodiversity any <u>Any method that follows BS42020 “Biodiversity – Code of Practice for Planning and Development” and guidance provided by CIEEM.</u></p>	Reported annually through the AMR	No reduction in number and area desired Development will show net gain or as a minimum no net loss
<p>Policy GI 6: Protecting and enhancing the Grand Union Canal</p> <p>Policy GI 7: Protection and restoration of river corridors and watercourses</p>	River quality in Hertfordshire – improvement required		Reported annually through the AMR	The Water Framework Directive sets a target for all rivers to have a ‘good’ ecological status or potential by 2027
<p>Policy GI 8: Sports facilities</p> <p>Policy GI 9: Provision of open space and play space in residential</p>		<p>Change (in hectares) of total open space</p> <p>Amount of eligible open spaces managed to Green Flag award standard</p>	<p>Reported annually through the AMR</p> <p>Reported annually through the AMR</p>	<p>No reduction in quantity or quality desired</p> <p>No reduction desired</p>

Local Plan Part 2: Chapter/Policy	Local Plan Part 2: Proposed Indicator	Existing complementary Core Strategy Indicator	Monitoring Mechanism	Target, if applicable
development				
Policy GI 11: Green belt		Maintain the general extent of the green belt	Reported annually through the AMR	Maintain the general extent of the green belt

Proposed Policies Map March 2017



- Special Policy Areas and Mixed use allocations**
- Special Policy Area
 - Mixed Use Allocations
 - Orphanage Road Rail and Aggregates Depot
 - Town and Local Centres/Retail
 - Community Facility Site
- Housing**
- Housing Sites
 - Gypsy and Traveller site
- Economic Development and Employment**
- Employment
 - Leavesden Studios
- Transport**
- Metropolitan Line extension
 - Abbey Flyer
- Green Infrastructure**
- Green Belt
 - Wildlife sites
 - Green Infrastructure
- Taller buildings**
- Location of taller buildings
 - National Listed Buildings
 - Conservation Areas

