



**WATFORD  
BOROUGH  
COUNCIL**

# **CABINET**

**8 October 2018**

**7.00 pm**

**Town Hall Watford**

**Contact**

Caroline Harris Democratic Services Manager

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01923 278372

**Publication date: 28 September 2018**

# Cabinet Membership

Mayor	P Taylor	(Chair)
Councillor	K Collett	(Deputy Mayor)
Councillors	S Bolton, S Johnson, I Sharpe, M Watkin and T Williams	

## Agenda

### Part A – Open to the Public

1. **Apologies for absence**
2. **Disclosure of interests (if any)**
3. **Minutes of previous meeting**

The [minutes](#) of the meeting held on 10 September 2018 to be submitted and signed.

4. **Conduct of meeting**

The Cabinet may wish to consider whether there are any items on which there is general agreement which could be considered now, to enable discussion to focus on those items where the Cabinet sees a need for further debate.

5. **Cultural Strategy 2018 -2025 (Pages 4 - 80)**

Report of the Culture and Events Section Head to ask Cabinet to endorse the Cultural Strategy 2018-2025 and to establish a delivery group

6. **Car Parking Improvements, Cassiobury Park (Pages 81 - 110)**

Report of the Section Head Parks, Open Spaces and Projects for Cabinet to agree the final car park design and consider car park charging options

7. **Cycle Hire Scheme and Demand Responsive Transport System (Pages 111 - 117)**

Report of Deputy Managing Director to ask Cabinet to agree a sustainable transport project to produce a business case for both a Cycle Hire (Share) scheme and on Demand Responsive Transport system (DRT) and to make

recommendations to Council

The appendix is considered Part B in accordance with Paragraph 3, Part 1, Schedule 12A as it contains information relating to the financial and business affairs of the Council.

**8. Exclusion of press & public**

**The Chair to move:** that, under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during consideration of the item there would be disclosure to them of exempt information as defined in Section 100(1) of the Act for the reasons stated below in terms of Schedule 12A.

**Note: if approved, the Chair will ask members of the press and public to leave the meeting at this point.**

# Agenda Item 5

## PART A

**Report to:** Cabinet  
**Date of meeting:** 8 October 2018  
**Report of:** Section Head, Culture and Events  
**Title:** Cultural Strategy 2018 -2025

### 1.0 Summary

- 1.1 Watford's previous Cultural Strategy and associated action plan completed in 2017. The strategy achieved a range of positive outcomes for the borough and has helped put Watford on the map as a town with a strong and vibrant cultural offer.
- 1.2 Over the last few months a new Cultural Strategy 2018-2025 has been developed with the support of an experienced external consultancy and our key cultural stakeholders. The aim of the strategy is to set a new vision for culture in the borough and to identify the opportunities that will ensure we build on our cultural strengths and deliver further improvements. The development of the strategy has ensured that the town's cultural partners have been fully engaged throughout and it has, therefore, received their endorsement and support.
- 1.3 The strategy is ambitious for Watford and brings together the elements needed to ensure the strength of our cultural offer from public realm improvements and nurturing creative talent to improved communications and wayfinding and celebrating our heritage.
- 1.4 There are four key priorities identified to deliver the cultural vision and ambitions, ranging from those achievable in the short term to those that will require longer term planning and investment.
- 1.5 Overall, the Cultural Strategy 2018-2025 continues to support Watford as a great place to enjoy a diverse range of cultural activities and experiences, recognising the positive benefits this has on our local communities and on the town's economic prosperity.

2.0  
2.1

**Risks**

<b>Nature of Risk</b>	<b>Consequence</b>	<b>Suggested Control Measures</b>	<b>Response</b> <i>(Treat, tolerate, terminate, transfer)</i>	<b>Risk Rating</b> (the combination of severity and likelihood)
Lack of funding	Unable to realise some of the projects and deliver on the focus areas.	Partnership and external funding sought wherever possible. Section 106 monies channelled into projects. Council resources allocated through budget setting and approval process. Steering Group set up to assess funding priorities. External funding channels being explored	Treat	9
Partners priorities change	Difficulties in stakeholder engagement and collaboration Impact on delivery	Cultural Leaders Group and town wide partnerships in place to support collaboration	Treat	4
Lack of community engagement	Impact on delivery	Ongoing engagement and close	Treat	4

to deliver some areas of the plan		working with the town's cultural communities and individuals		
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### 3.0 **Recommendations**

- 3.1 To endorse the Cultural Strategy 2018-2025 (attached at Appendix A), which provides the strategic direction to enhance and improve Watford's cultural offer.
- 3.2 To proceed to implementation and develop a more detailed programme of actions and associated costs and, where appropriate, these to be taken through the council's annual budget setting and approval process.
- 3.3 To establish a delivery group, led by the Elected Mayor of Watford, supported by the Managing Director, to oversee progress against the Cultural Strategy and Action Plan. Regular reports will be provided to the delivery group, Portfolio Holder and Head of Service

**Contact Officer:**

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 Telephone extension: 8251 or 07454 205815  
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**Report approved by:** Alan Gough – Head of Community and Environmental Services

#### 4.0. Detailed proposal

The value that culture can bring to any town is widely acknowledged and documented in terms of improving the visitor economy, providing employment opportunities, enhancing general well-being and community cohesion. A vibrant cultural offer undoubtedly adds to making somewhere a great place to live, work, visit and enjoy.

Watford benefits from a rich cultural infrastructure and offer including: award winning parks and open spaces, a varied programme of events and venues to visit, popular festivals and a Premier League football club. It also has a growing reputation as a creative destination. We also have cultural partners that are supportive of the cultural ambitions for the town and want to do more to enhance the image and wider reputation of the town. The council has continued to invest resources in its key cultural partnerships to maximise their impact and to deliver a range of benefits for the town and our communities.

#### 4.1 Watford's previous Cultural Strategy ran to 2017 and, led by Watford's Cultural Leaders Group, delivered a range of achievement, including:

- Community Arts festivals, Watford Live, Watford Fringe, Own the Stage
- BIG events programme including Beach, Screen Sports, Dance,
- Warner Bros studio tour
- Digital Screenings at the Watford Place Theatre in Film, Opera, Ballet, National Theatre
- Imagine Watford
- Co-ordinated Cultural programme of activities and events
- Physical improvements to the Watford Place Theatre, Watford Colosseum
- A range of guides, maps, development of Watford For You website to support Watford as a key destination to enjoy cultural life in our parks, town centre and facilities
- Youth Theatre developed at the Watford Palace
- Development of creative apprenticeships with Warner Bros and West Herts College
- Development of Watford Arts Network
- BBC concert orchestra performing and using Watford as a key base
- Joined up marketing and much more.

#### 4.2 It was clear from the successes achieved by the strategy, that our cultural offer is a key strength for Watford and that it would require renewed strategic input and vision in order to take us to the 'next level'. To this end, the council procured the expertise, skills and knowledge of a specialist cultural consultancy who have worked with us, and the borough's cultural stakeholders, to deliver a new cultural strategy for Watford.

The brief challenged the consultancy to not just build on what Watford had already achieved but to explore the opportunities and challenges that would lay the foundation for a refreshed cultural vision and ambition.

4.3 Following public consultation and stakeholder engagement including with Big Business Connect, Watford and West Herts Chamber of Commerce, Watford Business Improvement District, Watford Cultural Leaders Group, Watford Community Arts Network, a draft Cultural Strategy 2018 -2025 was developed. It identifies four priorities for Watford:

1. Heritage
2. Communication and Connectivity
3. Watford Production House and
4. The Cultural Ladder

4.4 These priorities are woven into a number of key areas for focus, which are detailed in the draft plan – see Appendix A.

4.5 Whilst the Cultural Strategy 2018 - 2025 focuses on the borough’s cultural vision and ambitions, it needs to integrate with other key initiatives for the town. These include the Destination Management Plan that is currently being developed, which will deliver town wide branding and a new visitor website along with improved inward investment messaging and support as well as planned public realm improvements and the delivery of a new 10 year vision for the town centre.

4.6 Ensuring that the strategy is integrated into other strategic plans and initiatives and that a focus on delivery is retained throughout the next seven years is critical to its success. It is proposed that a Delivery Group consisting of members from business, cultural partners and the council will help to deliver priorities, monitor progress, and consider and allocate resources where appropriate. This would be chaired by the Elected Mayor.

## 5.0 **Implications**

### 5.1 **Financial**

The Shared Director of Finance comments that there is currently no funding agreed for the Cultural Strategy. It is envisaged that the strategy will be funded through a range of sources, including third party contributions. Any funding required from the council will be agreed through the budget setting process.

5.2 **Legal Issues** (Monitoring Officer)

The Head of Democracy and Governance comments that there are no legal implications in the report.

5.3 **Equalities/Human Rights**

Having had regard to the council's obligations under s149 of the Equality Act 2010, an EIA has been undertaken and it is also attached.

5.4 **Community Safety/Crime and Disorder**

Improving the public realm, including lighting, way finding and providing cultural activities that enhance the look and feel of identified areas will serve to have a positive effect on the people's perceptions of community safety and crime.

5.5 **Sustainability**

It is envisaged that the council will work with cultural organisations, the Business Improvement District, Big Business Connect in Watford and developers to identify opportunities for collaboration and funding, ensuring future sustainability of the Cultural Strategy. In addition through a new Creative Watford Forum and the Cultural Leaders Group there will be opportunities to share ambition, develop partnership working, share skills knowledge and maximise resources.

**Appendices**

Appendix A: Draft 02a Watford Cultural Strategy 2018-2025

Appendix B: Watford Cultural Strategy Equality Impact Analysis

**Background Papers**

No papers were used in the preparation of this report

**File Reference**

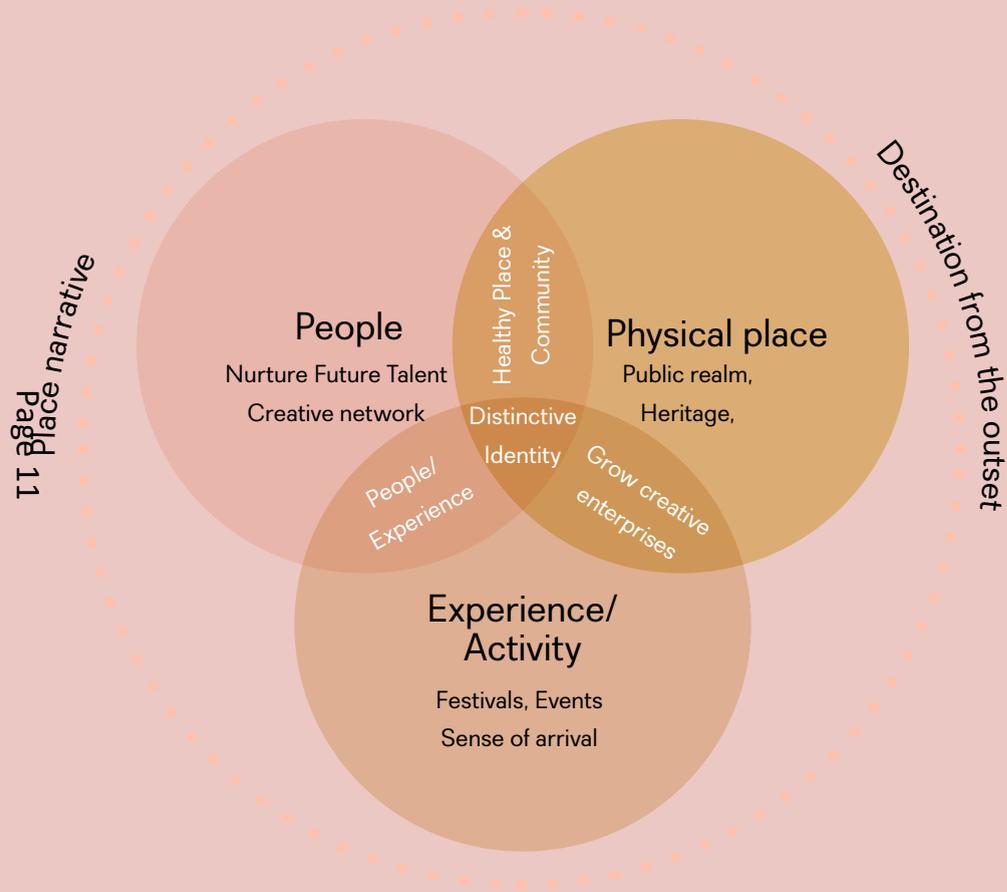
None



# Watford Cultural Strategy 2018-2025



## What can a cultural strategy offer Watford?



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# Introduction

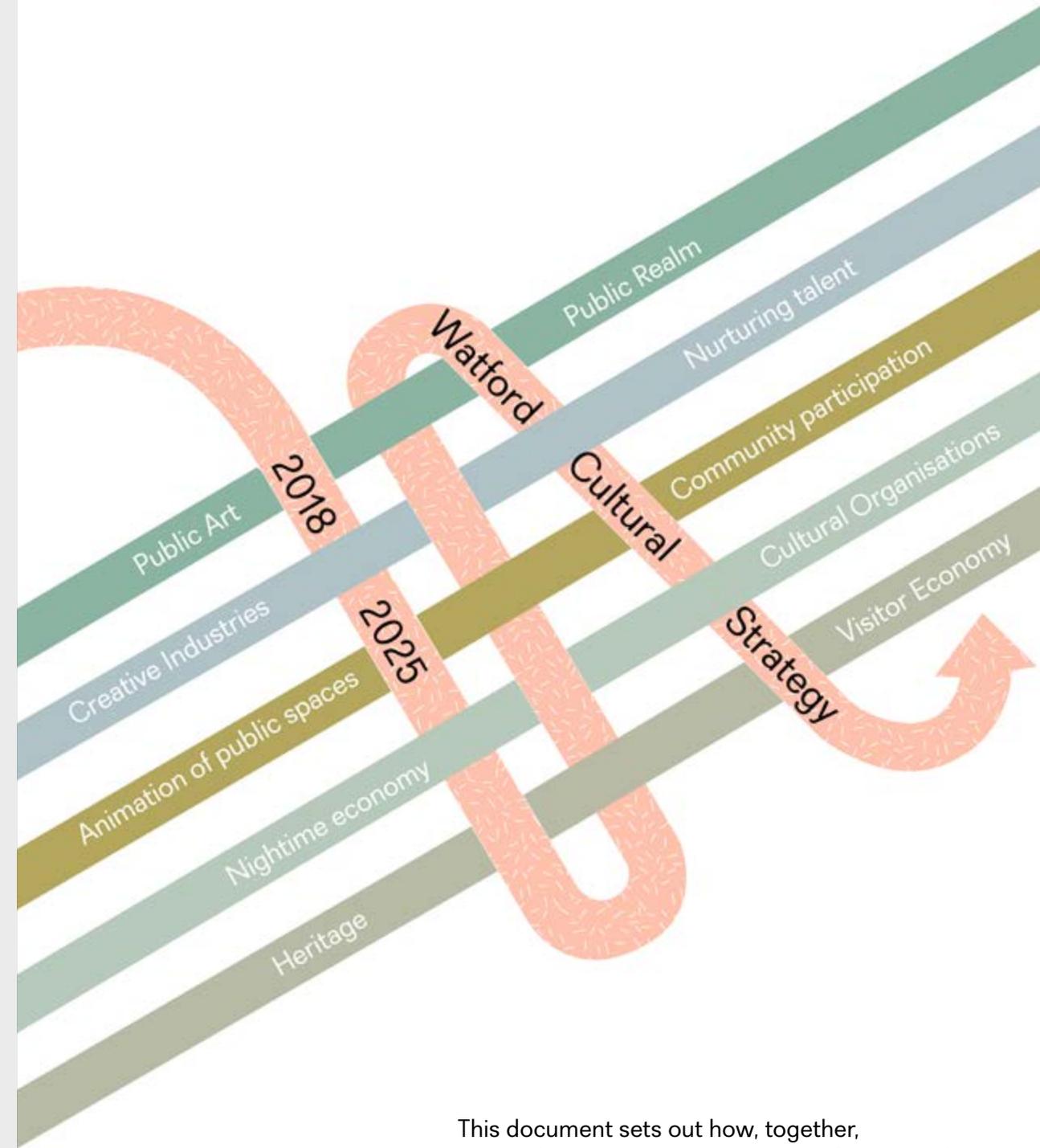
Peter Taylor

Mayor of Watford

I am delighted to introduce Watford's Cultural Plan 2018-2025.

Watford is a town full of surprises and this is particularly true of our outstanding cultural offer. Whilst much-loved attractions such as Warner Brother Studios, the Palace Theatre and Watford Colosseum have helped the town build a great reputation as a centre for arts, entertainment and heritage, this Plan highlights our potential and ambition to do even more. We want to use the opportunities presented here to showcase what is great about Watford. This includes our more hidden cultural treasures as well as the ones that are emerging thanks to our vibrant, diverse communities and through the use of new, digital media and technology – another area where the town is forging ahead.

I am confident that this Plan will galvanise all of us – organisations, community groups, businesses and talented individuals - to work together to strengthen Watford's cultural life and the vibrancy and success of the town. Our combined effort will put Watford even more firmly on the cultural map and secure our long-term position as an exceptional regional centre for entertainment, arts and heritage.



This document sets out how, together, Watford's partners are weaving a coherent and cohesive cultural vision across regeneration, business, culture and community plans. Our aim is to enrich cultural activity and opportunity for all and, in doing so, amplify Watford's profile as a dynamic place to experience international and home-grown culture.

# Our Vision

for Arts, Culture & the Creative Industries

“Our ambition is to grow sustainable opportunities for creative enterprise, cultural provision and participation for our local communities, business and visitors which will, in turn, strengthen Watford’s appeal as a creative destination.”

What do we mean by ‘Culture?’ We use ‘culture’ in this strategy as an umbrella term. It includes the creative industries, heritage, arts and cultural organisations, and sectors from visual and digital art, to theatre, film, music, dance, literature and fashion, with some crossover into the realms of sport and leisure, although these last are not the primary focus of this strategy.

## Watford Working Together

Many conversations have taken place in 2018 to draw together a picture of current provision and future aspiration. To achieve this vision, co-ordinated joint working is required across organisations and individuals to galvanise efforts to amplify the cultural and creative life of Watford.



“Business Improvement Districts, cultural organisations and local authorities can work together to help town centres thrive; bringing people together, promoting tourism and civic pride, and revitalising neighbourhoods.” Improving Places, Arts Council & Mayor of London 2017.

# Context

This Cultural Strategy will assist in defining a cultural narrative for Watford at a time when the borough is undergoing significant change.

Our boundary is the whole borough, not just the town centre hub. A significant percentage of cultural activity currently takes place beyond the town centre confines, in Cassiobury Park, places of worship, education and community centres, and bars and pubs, although the majority of the town's cultural venues are within the town centre.

In developing Watford's cultural narrative, we have been informed by the history of the town, its people and the many different communities that have occupied it. Places evolve over time and in this chapter we will take a look at how Watford has changed and will continue to do so in order to inform how culture can help shape its future.



## History of Watford

Watford has long been a place used to welcoming new people and diverse communities.

A 12th century charter granted a market to be held and St Mary's Church was built. The town grew on a north/south route, still the current High Street, with travellers passing through to Berkhamsted Castle and Kings Langley.

Agriculture flourished until the canal was built followed by, in 1837, the London and Birmingham Railway. From then the town grew rapidly with paper-making mills influencing the development of printing. Brewing flourished in Watford until the late 1900s.

In the years leading up to WWII, the town was the largest printing centre on the planet. The most successful of the Watford print companies was Oldhams Press and the iconic green spire of the former Printworks building is still part of the local skyline.

In the 1950s and 60s, modernist architect Erno Goldfinger designed the home of British furniture manufacturer, Hille, where the designer Robin Day created the propylene stacking chair, now a modern design classic.

Culture, sport and green space are at the heart of Watford's heritage. Cassiobury Park, formed from Cassiobury House grounds, Cheslyn

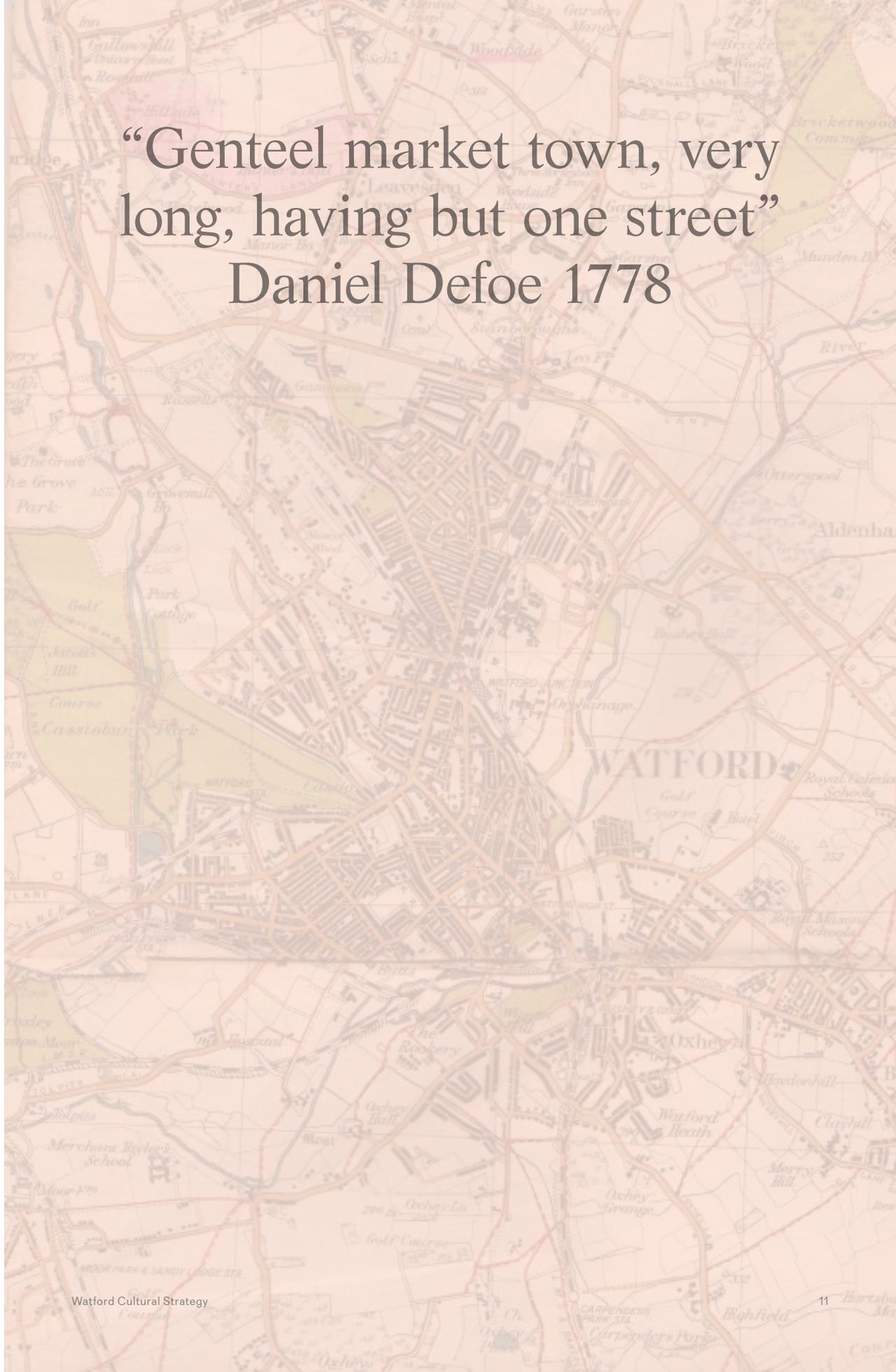
House and Gardens and Woodside Park all hold Green Flag awards.

Culture and heritage are often intertwined in Watford; all key cultural venues are housed in heritage buildings. Its much-loved Edwardian playhouse is home to a thriving, ambitious and award-winning theatre company, Watford Palace Theatre, whilst Watford Museum is located in the former Benskins brewery building with exhibits of local heritage, as well as hosting community heritage and arts projects.

For many, Watford is synonymous with football; the town is home to a popular professional Premier League football team who reached the 1984 FA Cup Final, long supported by Sir Elton John, who is Honorary Life President. Today the Community Sports and Education Trust delivers community sports and educational activities on behalf of Watford Football Club, focusing on Sports Participation, Social Inclusion, Health, Education and Community Facilities.

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Now we want to build on Watford's story of production to inform its cultural narrative and make its rich heritage more visible in Watford's public spaces for more people to discover.



“Genteel market town, very long, having but one street”  
Daniel Defoe 1778

“Watforda’ appears in an Anglo-Saxon charter of 1007. The name is thought to come from the Old English for ‘waet’ (full of water due to marshy land) or ‘wath’ (hunting), and ford. ”

A County of Small Towns: The Development of Hertfordshire’s Urban Landscape

From ‘A Mapp of Hartfordshire’, by Richard Blome 1673  
 Cashio is the name of an ancient hundred which includes the parishes of Abbots Langley, Bramfield (detached), Chipping Barnet, Codicote (detached), East Barnet, Elstree, Hexton (detached), Newnham (detached), Northhaw (detached), Norton (detached), Redbourn, Rickmansworth, Ridge, Sandridge, Sarratt, Shephall (detached), St Albans, St Michael’s, St Paul’s Walden (detached), St Peter’s, St Stephen’s and Watford.

“Spent the 50s and 60s in Cassiobury Park. Paddling in the concrete pool and fishing for tiddlers down near the wooden bridge. What great, happy days....Going to see Father Christmas in Clements... the floor moving, all made of wood, do not get that today. So glad I lived in Watford in the 50s, wonderful memories.”

Our Watford History Project

The Pond, Watford 1950’s.



## Communities

A small town on the rise, Watford's communities are diverse, friendly and keen to maximise on what's on offer and refresh how the borough is perceived. Its location near London with connections to the rest of Hertfordshire have historically made it a natural place to settle. There are increasing numbers of young professionals, as well as long-term residents, brought up locally and rooted in the area.

Interestingly, whilst Watford is well placed for commuting into London, many people also commute into Watford from surrounding Hertfordshire and millions of visitors arrive into Watford annually to visit the Harry Potter Experience at Leavesden or to watch football. The expansion of Intu shopping centre will see further visitors to the town centre for the expanded retail and leisure offer including a 9-screen IMAX cinema and bowling.

Culturally, many people of all ages are actively participating in creative life through the many venues and events that take place in the town centre and in Cassiobury Park.

- Strength: a relatively young and well-educated population, able to contribute to the economy. The largest populations by age band in Watford are: 25-44 years (31,700) and 45-59 years (18,100).
- Challenge: the high proportion of population of child bearing age and young parents who require family housing and jobs.
- Watford has a diverse population, more so than the rest of Hertfordshire. Around 17% are British Asian, Indian or Pakistani, with relatively high numbers from Romania, Bulgaria, Poland, Latvia and Lithuania.

## People

Watford has produced a string of notable figures, from musicians, such as Henry J Wood, founder of the BBC Proms, to international popstars such as Spice Girl Geri Halliwell and politicians from opposite ends of the spectrum such as Mo Mowlam and Priti Patel.

Several sporting heroes also originate from Watford, amongst them batsman Nick Knight and rugby player Josh Lewsey MBE. The town is the birthplace of Gareth Southgate, manager of the most successful English football team in recent years, and Vinnie Jones another famed footballer whose reputation for foul play in sport propelled a successful career in gangster films.

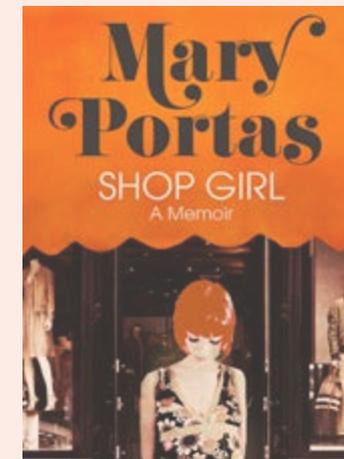
Watford is the birthplace of the pioneering female English animator, director, screenwriter and producer Joy Batchelor (b. 1914). Best known for her BAFTA nominated animated feature film *Animal Farm* (1954), she co-established

Halas + Batchelor producing over 2000 cartoons. In her later years she taught at the British Film Institute and was recently commemorated in a number of events and screenings marking the centenary of her birth.

Mary Portas, a retail consultant and known figure in the public eye, hails from North Watford and is the subject of a new production by Watford Palace Theatre, *Shop Girl* based on her memoir of the same name.

There is the opportunity to celebrate and connect with the town's most recognised people, both to help tell the story of Watford but also to inspire and motivate a new generation of Watfordians.

“Hertfordshire’s places are what sets it apart..... characterised by a dense network of urban areas. The largest – with a population of 132,000 – is Watford..”



## Watford today

Watford's town centre is compact, walkable and well-connected, with a redesigned public space at The Parade. The borough has retained much of its heritage character, including 92 nationally listed buildings, as well as historic markers, quirky features and folklore which often go unnoticed.

Cassiobury Park is the largest of Watford's popular parks and green spaces. Over 190 acres, the park was formerly the grounds of Cassiobury House and has recently seen improvements through a Heritage Grant.

- Strengths: 37% of its green spaces are 'Green Flag' and many undergoing restoration. Watford aims to defend the 'green belt'.
- Challenges: Existing density combined with demand for new housing are putting pressures on green space.

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We would like to build Watford's reputation for excellent, high quality green spaces and begin to populate the town centre with more greening and pocket parks.

Cassiobury Splash Park.



## Watford today

Since the early 1800s Watford has been a place of great connectivity. The Grand Union Canal brought goods not easily available before and the opening of the railway in 1837 encouraged new industry. Now the fifth best connected area in the UK, Watford is just 18 minutes to London by rail, with easy access to London Underground and Overground and sited at the intersection of the M1 and M25.

While the rail and underground offer quick and easy connections, the A41 & A405 have also impacted the connectivity of the town centre to its immediate environs. The arrival of the ring road in the 1960's created a vehicular 'city wall', reducing traffic in the town centre, but also putting pressure on parking space on the periphery, limiting pedestrian crossing points and discouraging cyclists to venture beyond the town centre.

The resulting first impression of many visitors approaching Watford by car is a town with its back towards the ring road, with little sense of what the town has to offer. Watford Junction, the main transport hub and arrival point for visitors is a good ten minute walk from the High Street. Effort is required to make this route more interesting, to rebalance the dominance of the car, and consider the streets as places for public life as well as travel.

We propose cultural and public realm interventions to strengthen the visitor experience, including at arrival points and at those thresholds, underpasses and crossings, where pedestrians & cyclists traverse the ring road, to create welcoming gateways into the town centre.

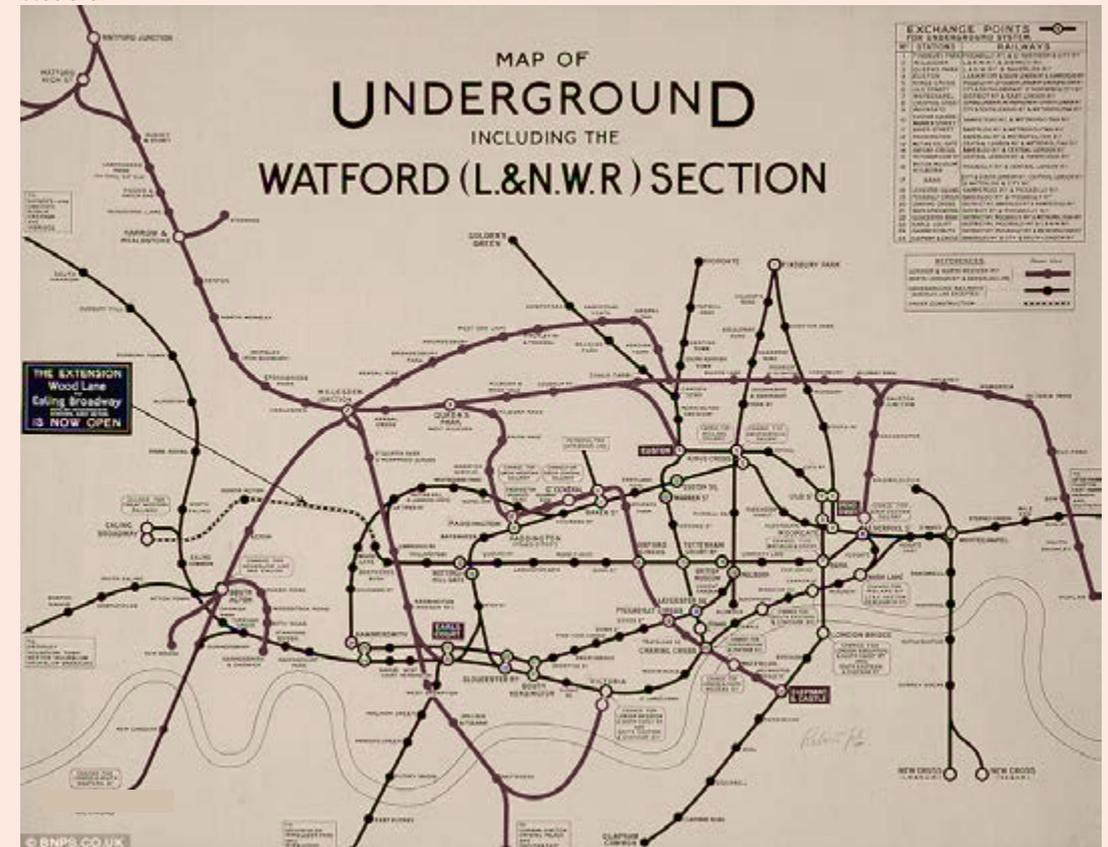
We need to work with Watford's existing built environment, to reveal local qualities, bring in beauty and a human scale, creating space for a variety of activities dependent on streets.

Consultation and the involvement of local residents, businesses and visitors is essential to ensure the longevity and ownership of new proposals.

Right: Watford High Street Station c1905.



Below: 1926 Underground Map showing Metropolitan line to Watford.



## Cultural & Creative Industries

By the late 1920s, Hertfordshire was at the heart of film making in Britain. Now, to the north of the borough, world class films are made at Warner Bros Leavesden and a master class of film making expertise is showcased at the Making of Harry Potter.

A new cinema complex is opening at Intu bringing commercial film viewing to residents, visitors and workers. Despite this, and a growing mix of creative Small & Medium Enterprises, including the award-winning digital creative company Mew Lab, the creative economy in Watford is considered to be relatively underdeveloped given its proximity of London.

Now Watford wants to maximise its heritage, cultural, tourist and creative industry potential, expand on opportunities for the borough's creativity to be shared and shine a light on its cultural and heritage assets in creative ways.

We propose a series of new projects to bring the borough's rich production history and social stories to light, through public art and design, digital approaches and community activity. A new branding and communications strategy could also help draw new audiences.

Filming *Fantastic Beasts: The Crimes of Grindelwald*  
Jaap Buitendijk

“We need to celebrate Watford’s rich area of expertise in the film history”



## Cultural & Creative Industries

Today many people associate the town with Watford Football Club, the town's resident premier league football club, which, like the Harry Potter Experience, draws huge numbers of visitors. However the challenge remains how to encourage these visitors to explore other cultural and leisure experiences on offer.

Watford punches far above its weight in cultural terms. Unusually for a small town, it is home to three professional theatre companies, all of them part of the Arts Council of England's National Portfolio.

Its much-loved Edwardian playhouse is home to a thriving, ambitious and award-winning theatre company, Watford Palace Theatre (WPT). A producing theatre, its work tours nationally and internationally and to the West End. WPT also produces the town's landmark festival of outdoor arts, IMAGINE WATFORD, which plays a nationally significant role in the development of this growing field through commissioning new work from British artists, and promoting cultural diversity.

Rifco Theatre Company, also based at the Palace, is a very successful national and international touring company with a British Asian focus and strong community engagement, both in the development of the work and in terms of audiences. tiata fahodzi, based at the Barn, is another dynamic and forward-

looking touring company with a focus on the African diaspora.

World-class music and comedy can be seen at the recently renovated Watford Colosseum, where the BBC Concert Orchestra are resident and record live for BBC Radio. Cafes, pubs and bars support the local music scene, which is lively and varied.

Watford Museum and The Pump House Theatre and Arts Centre host a diverse range of grassroots community creativity and across the borough there are orchestras, choirs and arts groups. Herts Inclusive Theatre offers a vibrant programme of activities for all ages.

Festivals and events run in various locations through the year, including the BIG EVENTS programme produced by the council, including winter and summer activities popular with families.

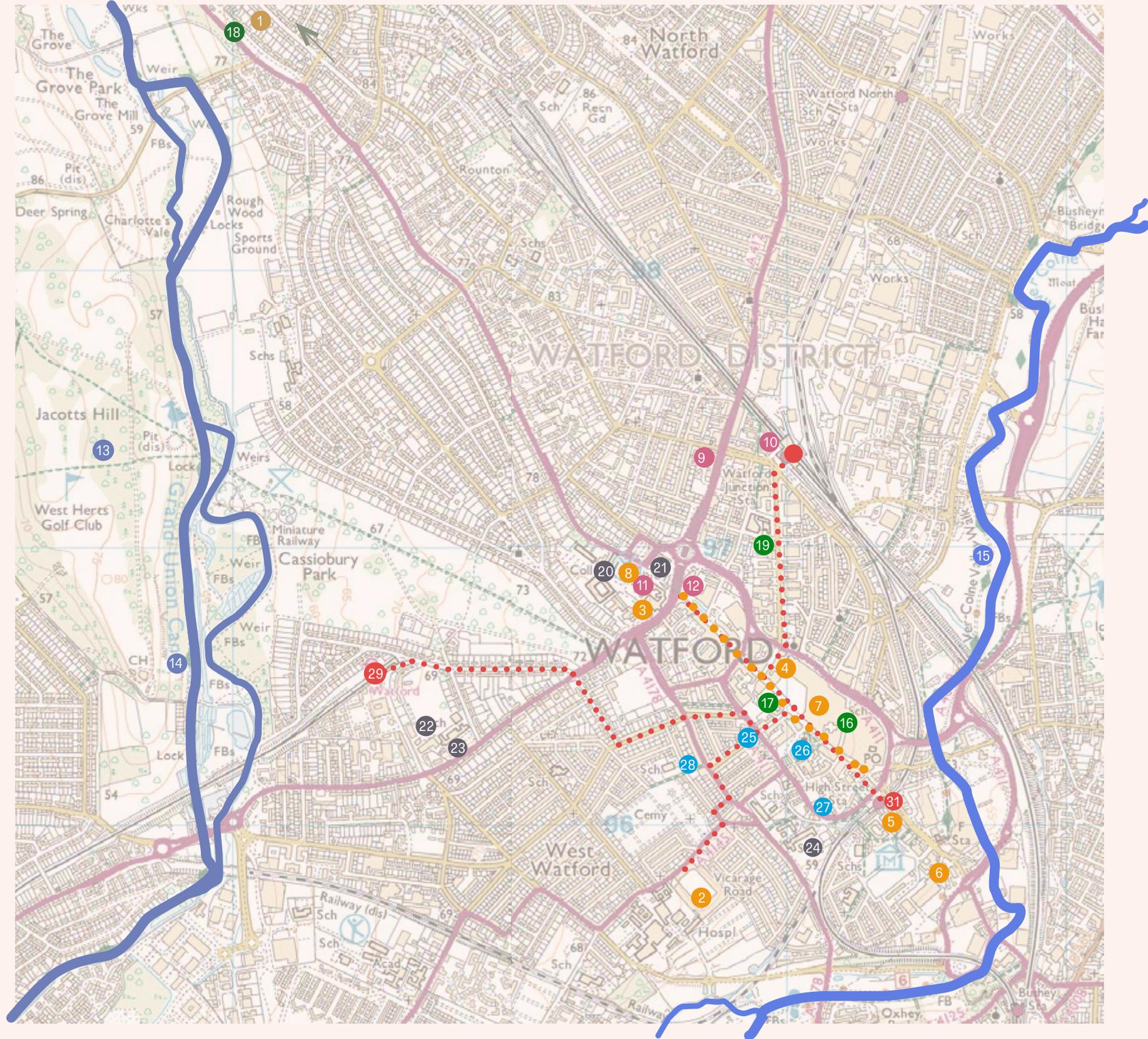
West Herts College boasts fantastic facilities and offers a range of higher education creative courses including Advertising, Music, Media, Photography and Performing Arts and Art & Design, Dance, Fashion & Textiles, Foundation and Graphic Design for school leavers.

*We need to promote collaboration between key cultural partners and other venues, such as pubs, community centres and music venues to strengthen and align Watford's offer, and create the necessary conditions to allow new activities to flourish.*



# Cultural & Creative Industries

- Arts, Culture & Attractions
  - 1 The Harry Potter Experience
  - 2 Watford Football Club
  - 3 Colosseum
  - 4 Watford Palace Theatre
  - 5 Watford Museum
  - 6 Pump House Theatre
  - 7 Intu cinema & bowling
  - 8 Watford Leisure Centre
- Live Music venues
  - 9 The White Lion
  - 10 The Flag
  - 11 The Horns
  - 12 LP cafe
- The Great Outdoors
  - 13 Cassiobury Park
  - 14 River Gade
  - 15 River Colne
- Business & Retail
  - 16 Intu shopping centre
  - 17 High street shops
  - 18 Warner Bros. Leavesden
  - 19 Clarendon Rd
- Education
  - 20 West Herts College
  - 21 Watford Library
  - 22 Watford Grammar School for Boys
  - 23 Watford School of Music
  - 24 Watford Grammar School for Girls
- Places of Worship
  - 25 Holy Rood Church
  - 26 St Mary's Church
  - 27 Watford Central Mosque
  - 28 Al Zahra Centre
- Transport Hubs
  - 29 Watford Underground Station
  - 30 Watford Junction Rail Station
  - 31 Watford High Street Rail Station



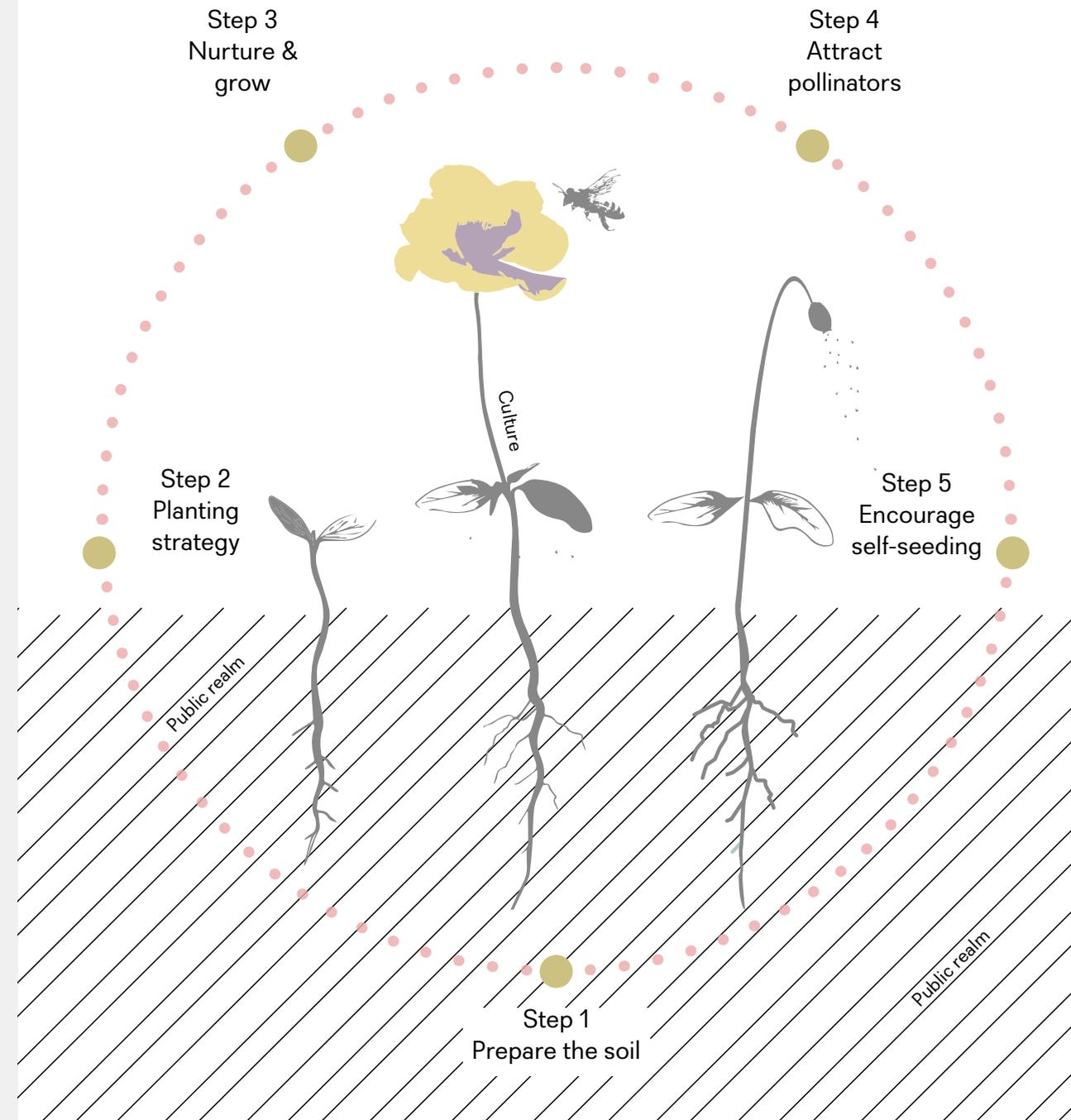
# How we will grow Culture

A healthy place-based cultural ecology needs to be planned and curated, with a diversity of well-considered ingredients and a healthy soil in which larger and smaller, established and younger plants can flourish over the long-term. With some rebalancing and just enough interaction, Watford can nurture and celebrate a more curious, creative and connected, sustainable cultural community.

This will better amplify the existing range of assets, nurture each to maximise on their potential, and better combine efforts for mutual benefit and to better provide for the wider community.

Our consultation with cultural providers, individuals and the general public has uncovered great passion and enthusiasm for Watford's creative and cultural life and honed in on areas which will benefit from development which, together with our analysis, has helped us to identify what areas we need to prioritise in this cultural strategy.

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A blueprint for a healthy cultural ecology

# Priorities

We have identified 4 priorities for culture in Watford and these are woven through all of the focus areas.



## Heritage

Valuing what is inherently local

## Connected Watford

A vibrant, lively, and well-connected urban hub

## Cultural Ladder

Opportunities for people to access a career in culture and the arts

## Watford Production House

A place of making & production

# Cultural Focus Areas



# Cultural Focus Areas

1  
Prepare the soil

2  
Sow cultural seeds

3  
Nurture & grow

4  
Attract pollinators

5  
Encourage self-seeding

Heritage

The Market  
& Meanwhile

Festivals &  
events

Cultural  
Narrative

Planning  
policy

Distinct  
neighbour-  
hoods

Creative  
Workspaces

Creative  
Careers

Communi-  
cations

Governance  
& Partnership

Way-finding

Creative  
Community  
Space

Greening

Maximising  
existing offer

# 1. Preparing the Soil: Physical Watford

Drawing out Watford's character & creating the right conditions to support a diverse cultural offer



# 1.1 Heritage & Character

The built environment character and heritage assets of Watford bring the area's history to life and show how the borough has evolved over time. Many distinctive buildings of character are housing cultural venues and businesses, shaping the public realm and parks. They are not, however, currently given prominence in people's perception or daily experience.

Watford Museum's Heritage Lottery funded Our Watford History project brought together many memories and contributions, celebrating what makes Watford special for its past and present communities. Our consultation shows that local people continue to care deeply about Watford's unique heritage and want to celebrate it more visibly.

The Museum is housed in a historic Grade II listed Georgian townhouse, built around 1775 and previously part of Benskins Brewery.



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# Valuing & celebrating what's inherently local

The townscape would benefit from clearly defined initiatives to reduce visual clutter, draw out the buildings and places which tell the story of Watford's histories and, in doing so, build character and identity.

Identifying and creating more coherent visual hooks would help to express the integral character of the area and aid navigation.



C15 window removed from The Old Compass Inn when it was demolished in 1928 and on display on Market Street.

Right; Oldhams factory, today only the listed Press Hall remains.



Left; Grade I Listed St Mary's Church, circa 800 years old.

Right; Blue plaque on the Watford Colosseum.



Below: the original Watford Palace Theatre building built in 1908.



# 1.2 Distinct Neighbourhoods

Watford is a walkable place which needs to be made easier to navigate. We want to achieve this through identifying distinct hubs, innovative wayfinding, greening and new visual hooks to bring interest and identity through public art and creative design.

Creating distinct neighbourhoods would encourage strengthening of the distinct qualities for which the area is known. Communicating to visitors Watford's diverse neighbourhoods through way-finding and street-naming gives a positive impression of the range of different experiences that the town has to offer.

The key is to signpost these neighbourhoods at the thresholds at which they overlap, to encourage usual

visitors to one neighbourhood beyond their usual destination.

Consultation with local residents and businesses to establish the identity of each neighbourhood would be critical in ensuring this project is supported and reinforced by the local community and council partners. Thereafter, local events and activities can be curated to align with these neighbourhoods and strengthen this association.

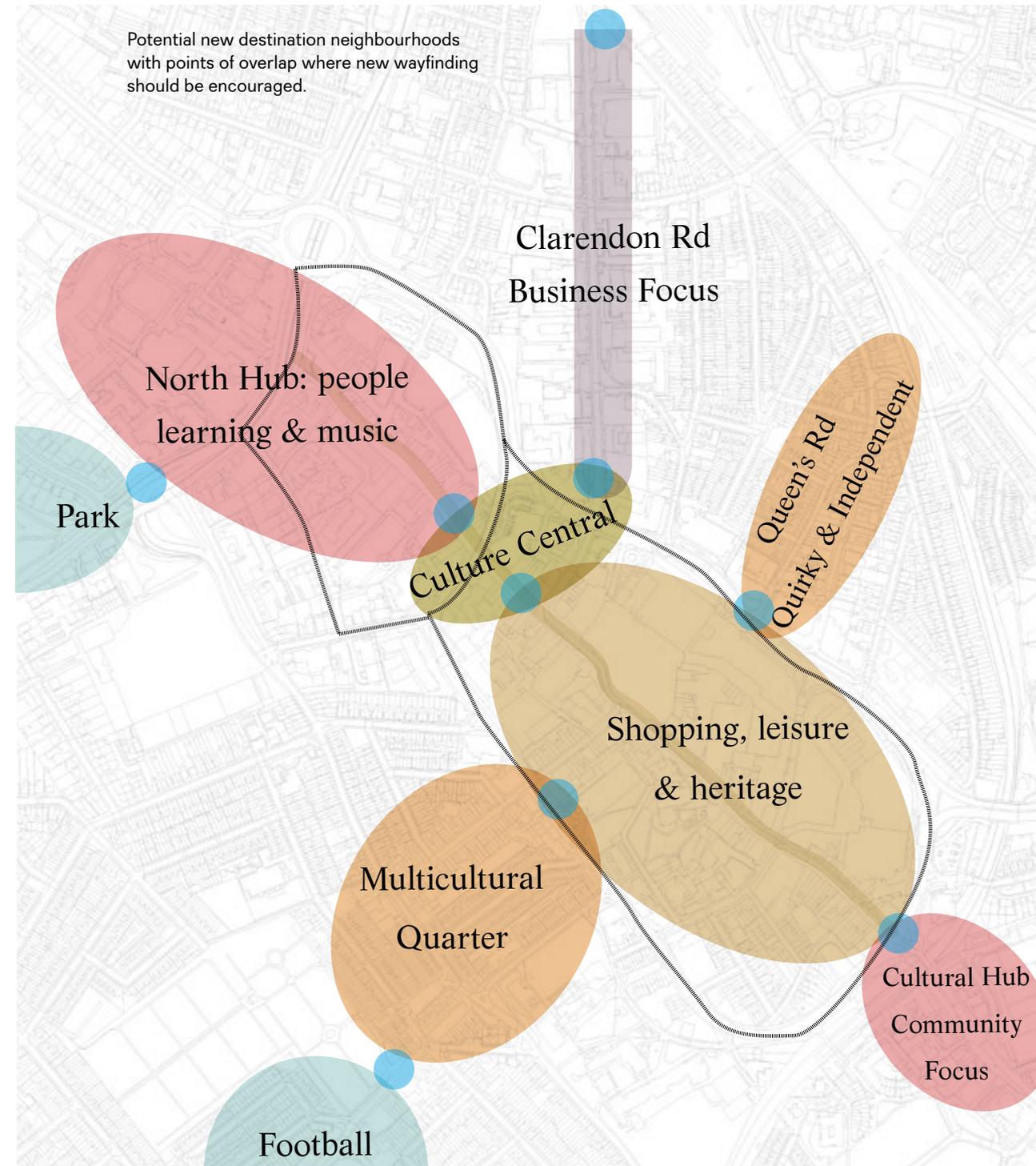
Sari shop on Market Street.



Colourful facade along Queen Street.



# Defining Town Centre Areas



## 1.3 Wayfinding

Good wayfinding helps us to navigate an area easily. This will reinforce the creation of distinct neighbourhoods and help to overcome the perceived 'barrier' of the ring roads. We know that Watford can improve its way-finding to help everyone get around and find what they are looking for more readily, as well as highlight hidden gems and discover things they may not have been aware of before.

Wayfinding includes legible, well-designed spaces with signage and information located where needed. Together with design measures, such as surface treatments, materials and lighting, and interventions such as public art, these combine to create pathways, landmarks and destinations.

Below: In ground wayfinding route leading to the cultural quarter.



Below: Tree grill incorporating text.



## *Finding Culture, growing audiences*

The local community is keen to see creative approaches to shape an engaging experience of the town, including visual arts, design and digital, as well as ensuring that our heritage and cultural venues are highlighted and easier to find. Importantly we also want to make the gateways into and out of Watford more memorable and unique and clearly indicate the main routes around the town centre.

We will draw out and signpost the heritage, cultural and leisure offers to bring better way-finding and welcome visitors to Watford with distinctive creative markers. This could mean heritage inspired public art, bespoke way-finding signage and maps, or digital trails which guide you through the area, highlighting curious corners and points of hidden interest.

Wayfinding will also work to establish the creation of distinct neighbourhood hubs throughout the town centre.

Good public art and inventive public realm design which honours local heritage, can have a transformational impact on our experience and perception of place, especially when developed through community engagement.

Together with the public realm improvements currently underway on the High Street and the Business Improvement District plans for town centre 'welcome guides', these measures will ensure everyone knows they are in Watford.

Below: Typographic bus shelter, Baltimore, USA.



Below: Amsterdam Place branding.



# 1.4 Greening, softening & animating

Watford's town centre can build on its compactness to commission new permanent and temporary public realm proposals to introduce greening and art to encourage social interaction.

In particular, the High Street is long, stretching from the High Street Station to the south, to West Herts College to the north, past the open pond area on The Parade. Clarendon Road links Watford Junction Station to the High Street at the Palace Theatre, with smaller roads leading from the High Street to smaller scale business and residential areas. Temporary or permanent arts and design initiatives could create more cohesion and areas of interest.

Watford's proximity to London and strong transport connections are enormous strengths. To maximise this, our public realm needs to be more accessible and enjoyable whether on the main routes or smaller local streets. Also we need to help everyone to find and enjoy Watford's heritage, arts, culture, leisure and learning offer.

We have ambition to improve the ring road surrounding the town centre. Meanwhile the High Street public realm is changing and plans are being shaped to make unloved public spaces more dynamic and welcoming.

Carefully considered interventions will further enhance Watford's public realm to encourage people to enjoy pausing in the town centre during the shopping or working day as well as highlight existing green spaces and explore the creation of new pocket parks. Spaces to sit, to enjoy planting and engage in social exchange will bring intimacy and visual delight, encouraging people to dwell and connect with each other.

Crucially, public realm and public art proposals should be developed holistically, to ensure that new projects feed into Watford's cultural narrative and eke out maximum benefit to the community. This may develop as a design guide for all new public realm proposals and a public art strategy that identifies new sites for proposals and potential themes.

## *Creating opportunities to dwell*

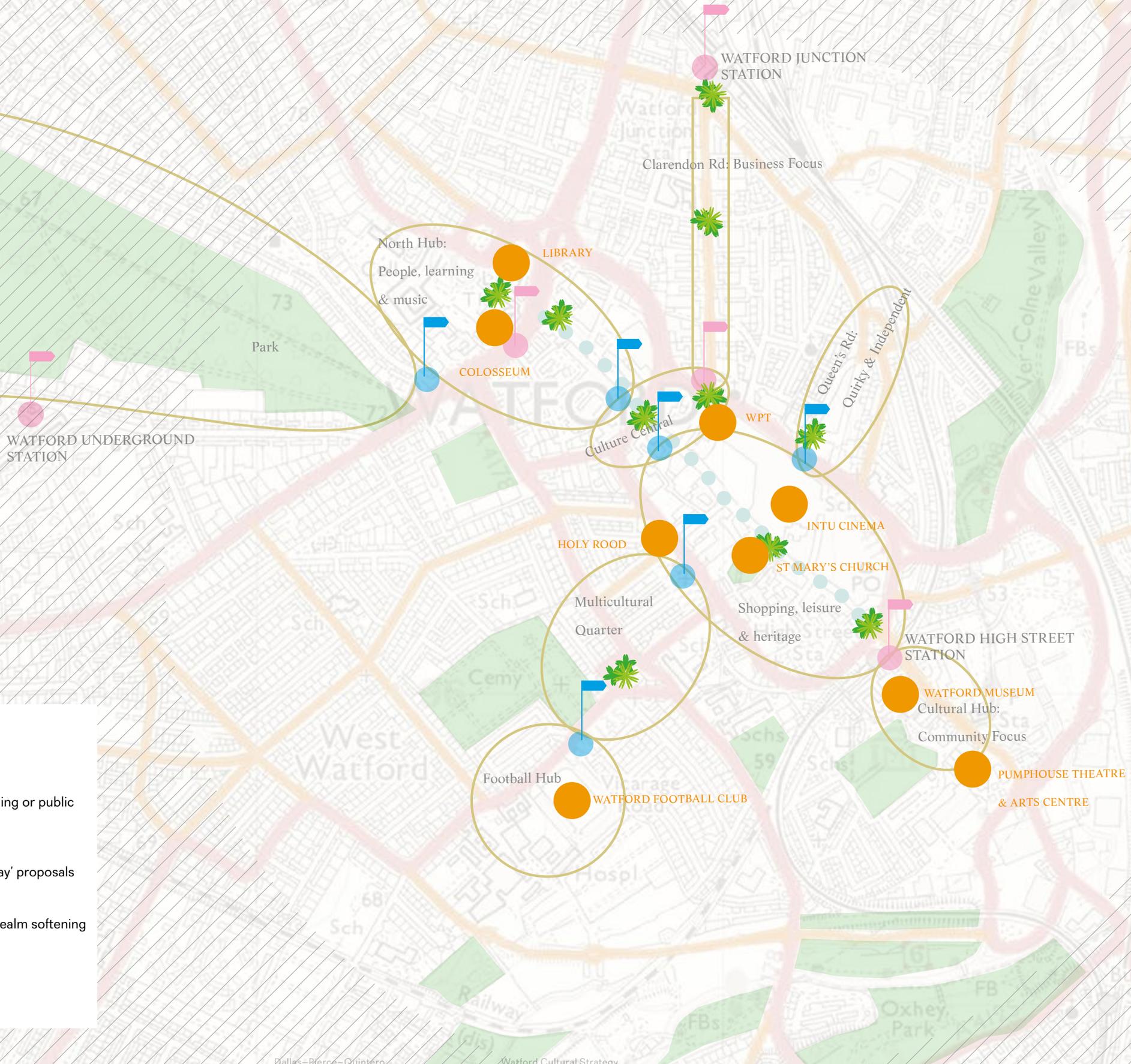


Potential sites for new public realm interventions.



# Preparing the Soil - Physical Watford

-  Neighbourhood zones
-  Cultural Hubs
-  Potential sites for wayfinding or public art proposals
-  Potential sites for 'Gateway' proposals
-  Potential sites for public realm softening & greening
-  High Street



# CASE STUDY: Marking the Gates, Colchester

This project celebrates Colchester's heritage and ensures residents and visitors can learn more about the town's Roman history.

The project identifies four Roman and two Medieval town gates using bronze plaques set into the pavement. The new plaques enable visitors to be able to easily find the sites as they walk through the town.

As well as the plaques, a free trail leaflet has also been developed by Colchester and Ipswich Museums, which plots points of interest around the Roman wall.

**Client:** Colchester Borough Council & Abellio Greater Anglia  
**Budget:** £40,000  
**Designer:** Dallas-Pierce-Quintero

Above right: Fold-out map marking the walking route and locations of all Roman Gates in Colchester.

**NORTH GATE**  
The original Roman design is thought to have been a single archway with an overhead walkway. North Gate remained in use for many centuries and was only demolished in 1835.  
From the point the wall is hidden by later buildings, Cross Street Hill and continue into St Peter's Street. Walk to the end of the street and you see the site of the gate.

**BALKERNE GATE**  
The Balcerne Gate is the largest surviving town gateway from Roman times in Britain. Its name was determined by the fact that it incorporated a triumphal arch built to commemorate the conquest of Britain by the Emperor Claudius in 43 AD. Originally, it would have been the gate for the main road leading towards London. There were two large arches for wheeled vehicles and two smaller ones for pedestrians. Around AD 500 the outer archway ditch was extended across the London road, making the gate perhaps because it was seen as a weak point in the town's defence. Today only the southern pedestrian archway and part of the wall survive, representing less than a quarter of the original gateway.  
Standing outside and facing away from Balcerne Gate, turn right and walk down the hill. At the corner follow the pavement round to the right to reach the site of North Gate.

**HEAD GATE**  
Head Gate became the main gate for the road to London when Balcerne Gate was

**EAST GATE**  
East Gate was built in the Roman period to provide access to the town's port on the river Colne. It is likely to have had a double archway and an overhead walkway. The gate was rebuilt in the medieval period, but was badly damaged in the Siege of Colchester in 1648 and collapsed three years later. It was replaced by a new gate in the 17th century.  
New turn back and walk down the hill to enter Priory Street on the right. Walk all the way along Priory Street until you reach the site of Balcerne Gate. Turn right to find the site of St Botolph's Gate.

**ST BOTOLPH'S GATE**  
St Botolph's Gate was originally a Roman gate used to reach the coast via the Priory Street.

**ST MARY'S STEPS**  
St Mary's Steps were created in the 19th century when a Roman ditch was widened to create a small pedestrian gate or passage. Today it is the base of an ancient rectangular tower of Roman date. The name of the gate comes from the nearby St Mary at the Walls Church, now the Colchester City Centre. Continue to walk up the hill to return to the starting point at the Balcerne Gate.

**ROMAN CHURCH**  
Though in the earliest known Christian church in Britain, the building was constructed around AD 500.

**ST BOTOLPH'S PRIORY**  
Founded in 1090, this was the first house of Augustinian canons, or priors, in England. The priory was built on the site of the Roman foundations in the Siege of Colchester and the only building to survive a William War in 1648.  
Cross St Botolph's Street and walk along West Wyke Street. Continue straight on until you reach the site of East Gate.

**SCHEREGATE**  
Scheregate was built in the medieval period. It takes its unusual name from the

**ANGLE-SAXON WORD 'SCARF'**  
meaning a gap or notch, as it gave a topographic short cut through the town wall to St John's Church to the south. As in the medieval period the gateway still has three gates on either side.  
Continue straight along St John's Walk to reach the site of Head Gate.

**ST BOTOLPH'S PRIORY**  
Founded in 1090, this was the first house of Augustinian canons, or priors, in England. The priory was built on the site of the Roman foundations in the Siege of Colchester and the only building to survive a William War in 1648.  
Cross St Botolph's Street and walk along West Wyke Street. Continue straight on until you reach the site of East Gate.

**BEREFTON HOUSE (SHED), ON THE**

**BEREFTON HOUSE**  
Set into the floor of Fressingay Art Gallery, this mosaic was found on the site in 1947. It was originally laid in the floor of a Roman dining room and is decorated with flowers and mythical sea creatures.

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Above: North Gate plaque insitu.

## INTRODUCTION

Colchester has the earliest, best preserved and one of the longest Roman town walls in Britain. Its construction began in the period AD 65 to 80 following the destruction of the town during the revolt by Queen Boudica against Roman rule. The entire wall circuit is 2,800 metres, or 1¾ miles, in length and it once stood nearly 6 metres high.



In the Roman period the wall had six gates located at regular intervals. Of these only two survive above ground today: Balcerne Gate and Duncan's Gate. The locations of the others – North Gate, East Gate, St Botolph's Gate and Head Gate – are marked by metal plaques and strips set into the pavement.

During the medieval period three further gates were added to the wall. Scheregate and St Mary's Steps are still in use, but no trace of Rye Gate can be seen today.

This walking tour starts at Balcerne Gate and takes you around the outside of the wall in a clockwise direction. As well as the gates themselves other significant Roman and medieval sites are passed on the walk. Look out for the distinctive interpretation panels.

## THE TOWN WALL IN CLOSE-UP

The Romans constructed the town wall at Colchester not only to defend the inhabitants against attack, but also as a statement of their power. The very significant investment in resources required to build the wall indicated that the Romans were here to stay.

At an early stage the Romans must have realised that what is now Essex has no natural, good quality building stone. The wall was therefore constructed of fired clay bricks, flint and septaria, a brittle, easily fractured stone collected from the Essex coast.

The wall was built over a foundation trench 3 metres wide and 1.2 metres deep, which was filled with layers of mortar and septaria. Above ground, the wall consisted of three parts: inner and outer faces constructed of courses of clay bricks and stone blocks, 'dressed' to a roughly square shape, and an inner core of rubble and mortar.

In many places the outer and inner faces have been removed after the Roman period and used in new construction projects in the town so that only the rubble core remains. However, at the best preserved stretch of the wall near Balcerne Gate, the outer face

survives revealing its distinctive banding of brick and stone.

When it was first built the wall was freestanding. However, after about a hundred years an internal bank or rampart was added to strengthen the wall. This can still be seen in Castle Park, close to Duncan's Gate. Also at an unknown date a V-shaped ditch was dug around the outside of the wall which was later widened to increase its defensive capabilities.

The wall included a series of rectangular towers and drains at the points where streets ended against the wall. None of the towers survive above ground, but the bases of several have been seen in archaeological excavations. The drains channelled rain and waste water from inside the town into the external town ditch. A particularly good example of a drain outlet is visible close to East Gate.

At the end of the Roman period, around AD 400, the town wall was abandoned and, along with the rest of the town, fell into disrepair. Rebuilding may have begun in the 10th century when the Anglo-Saxon king Edward the Elder is said to have strengthened the wall following his expulsion of the Vikings from Colchester in 917.

After 1066 it is likely that further repairs to the town wall were undertaken as the Normans consolidated their hold on Colchester. The main evidence for the medieval period is however the surviving bastions, or round towers, in Priory Street

and Vineyard Street on the south-east stretch of the wall. Originally eight were constructed of which four remain above ground today.

During the Siege of Colchester in 1648, a major event in the English Civil War, the town wall was damaged by artillery fire. At the end of the siege, Parliament decided to demolish part of the wall in Priory Street to prevent it being used for defensive purposes in the future. After this the wall lost its significance and ceased to be regularly maintained. Houses were allowed to be built up against the wall, passages and cellars were cut through and into the wall and stone was removed for new building projects. In 1795 a large section of the wall along Balcerne Hill fell into the road.

Regular repairs and maintenance of the wall began again in the 1940s and continue to the present day.



BALKERNE HILL, 1849

## CASE STUDY: Town to Port, Colchester

This public realm project celebrates the history of the Hythe, the former trading port of Colchester and encourages visitors to explore the area. A trail of wayfinders and other initiatives tell the story of the disused port, embedding its history within the landscape, and in so doing, strengthening its identity for locals and visitors alike.

Wayfinding and a public art route tell the story of the historic port using wayfinders containing the physical materials that were once traded there.

Client: Essex County Council  
Budget: £100,000  
Designer: Dallas-Pierce-Quintero

Above: The Firebrick way-finder, one of the 12 installed along the River Colne. Right: oysters within another wayfinder tell a different story of the river.



## CASE STUDY: Fixing the Link, Colchester

The Fixing the Link project is part of the Colchester Station Travel Plan, which encourages station users to travel more sustainably.

Our brief from Colchester Borough Council, Essex County Council and Abellio Greater Anglia was to create a welcoming and exciting first impression on arrival at Colchester Railway Station and transform a challenging public realm into an enjoyable walking route between the station and the town centre.

This public realm project sought to encourage visitors to walk the 20 minute journey to the town centre and offer the opportunity to learn about Colchester's Roman history.

Client: Colchester Borough Council & Abellio Greater Anglia  
Budget: £180,000  
Designer: Dallas-Pierce-Quintero

Corten elephants mark the arrival to the High Street.



## CASE STUDY: Courtyard, City Hall, Poznan

This modular courtyard serves as a gathering space, open-air amphitheatre or auditorium — the street furniture elements can also be moved out of the way entirely if the whole square is needed.

The seats are also doubled-up, allowing people to sit on a higher or lower tier (or both simultaneously for crowded events). At the same time, the furnishings are sufficiently heavy that no one need worry about someone walking (or rolling) away with them at the end of the evening.

Client: City of Poznan  
Designer: Atelier Starzak Strebicki,

Mobile planters transform Poznan's parking into a mobile system combining seating & planting that can be used in a multitude of ways.



## CASE STUDY: Union Street Urban Orchard, London

Designed by Heather Ring of the Wayward Plant Registry and built with the help of Bankside Open Spaces Trust and an array of other helpful volunteers, the garden will regenerate a disused site in Bankside and create a place for exchange between local residents and visitors to the Festival.

During the festival, The Urban Orchard hosted workshops and discussions on urban agriculture: biodiversity and urban food growing, alongside film screenings, musical performances, and local community meetings.

Client: The Architecture Foundation for the London Festival of Architecture  
Designer: Heather Ring

Union Street Urban Orchard A pop-up garden and community growing space on a site earmarked for future development.



1  
Prepare the soil

ACTIONS

OWNER

COLLABORATORS

NEXT STEPS

Focus Areas  
Page 35

Heritage

Distinct neighbourhoods

Way-finding

Greening

Short-term

Commission a digital trail to draw out Watford's heritage stories, and attract audiences and aid way-finding

Watford Council /  
Cultural Consultant

Heritage Service  
Clock, Syd Nadim  
MewLab  
Watford BID

- Identify heritage assets
- Create a brief
- Determine cost/budget
- Identify funding
- Commission production

Produce a Public Art Strategy & Plan

Watford Council /  
Cultural Consultant

Watford Palace Theatre

- Create a brief
- Determine cost/budget
- Identify funding
- Commission production
- Ensure integration with Planning Policy

Medium-term

Commission a family of permanent heritage inspired art, design + greening interventions within the public realm including at key gateways and unloved spaces and to aid wayfinding

CLG /  
Cultural Consultant

Watford Council  
Watford Palace Theatre  
Herts LEP  
Watford BID  
Developers

- Create a brief
- Determine cost/budget
- Identify funding
- Commission production

Long-term

Integrate bespoke creative landscaping and street design throughout all new public realm development & planning policy to build Watford's identity as a creative destination

Watford Council  
CLG  
Cultural Consultant

Developers  
Artists & Designers

- Harness the planning process to require creative elements in new redevelopment & public realm

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

## 2. Sowing Cultural Seeds

Creating the conditions for diverse culture, creativity and creative enterprise to grow



## 2.1 The Market & Meanwhile Uses

We feel that there is great potential to re-imagine existing under-performing spaces, such as the market and empty shop-fronts, to provide a low-risk platform for creative entrepreneurs.

Many in Watford's community felt the loss of Charter Place Market deeply. The New Watford Market, located between the High Street and Watford House Lane, has not gelled as a destination. Many stalls are no longer trading, there is little in the way of a buzz and the market lacks a clear identity or purpose, with the physical appearance neither currently attractive or welcoming.

Both local and business communities feel that the market has not successfully transitioned or evolved at the new location. Online feedback shows that the market no longer holds a place in people's hearts and people have turned elsewhere. Despite this, with Watford's changing community and need for more

diverse high street uses, as well as the need for more creative workspace, there's an exciting opportunity to re-imagine the market as a creative enterprise and food hub.

Markets are changing with a plethora of types and styles from antiques and bric a brac, to craft and design or street food, whilst people still enjoy a varied offer for cheaper daily goods. Currently, the more popular markets offer a quality of goods not easily found in high street shops such as handmade and bespoke items.

Working with new partners, a redefined, redesigned and freshly publicised opportunity can focus more on creative business, quality food offer and events



## *Short-let opportunity for food & creative enterprise*

to draw people in as well as ensure an inviting entrance point.

In Watford, people have told us that they want more unique food offerings, more pop up events and animation and more relaxed, quirky places to hang out with colleagues, friends and family in the town centre where there may be small-scale live music or other creative activity.

At the same time, they have said there

Left: Watford Market,  
Below: On street fruit stall.

is a need for small creative workspace where people can test out new creative enterprise, make and sell goods. With some changed thinking and re-design, the New Watford Market location can be better harnessed to provide both these complimentary offers in the same place and to engage the local community in doing so to build ownership and involvement

Working with the BID, there is potential to expand this concept into the high street, to temporarily activate empty shop-fronts during quiet periods.



## 2.2 Creative Workspaces

A healthy cultural ecology requires spaces to experiment, develop and make creative and cultural products whether the performing arts, film, visual arts, crafts or digital applications. Different genres have differing production needs and require spaces which are fit for purpose. In the early stages, all critically require spaces which are affordable.

The Creative Industries Federation identify that the creative industries are the fastest growing part of the UK's economy, and play a significant role in unlocking innovation and growth in other sectors too. This success is fuelled by established international brands all the way through to micro-businesses - and a significant number of self-employed workers and freelancers.

The relationship between creatives and gentrification is well documented, with creative communities often pushed out of an area once development is underway. Across most cities and surrounding areas, rents have increased, pushing out creatives who require lower rents to sustain their practice. Watford has also suffered in this respect with a range of smaller creative spaces being lost in recent years. Creative work space needs to be sustainable through long term lease or up-front purchase agreements, and not be subject to open market rent reviews which can prove catastrophic, often forcing closure. Some creative start-ups, if successful, can move on to higher rents over time but others, such

as most visual artists, don't conform to a standard business model and will usually require ongoing subsidy to be able to practice.

Currently there is a need to improve existing cultural spaces to make them sustainable for the future. As well, there is a lack of affordable space for creative networking and production in Watford and consultation shows there is demand. Models are developing which encourage ways for artists and creatives to become integral and valuable to the local ecology, offering local social benefit in exchange for subsidised rents and / or support to make spaces fit for purpose.

We will identify a series of actions, working collectively to improve existing cultural and creative venues as well as to realise affordable space which will support creative talent and diversify Watford's cultural ecology. Whilst temporary or pop up opportunities are valuable to test new ideas or animate the high street, it is long term and permanent affordable space which will ensure sustainability.

## *Making space for a thriving creative community*



## 2.3 Creative Community & Exhibition Space

Watford has a range of established cultural venues for professional and community cultural experiences. There are, however, few opportunities for more informal engagement or participation in visual arts, crafts or making to be hosted and enjoyed. It is hard to find spaces to exhibit or present work or to learn in more informal settings and nowhere in the heart of the town centre.

Locally we understand that the lack of such opportunities is detrimental for creatives wanting to develop their careers, and so for the growth of local creative enterprise.

At the same time, creatives wanting to share their skills and expertise need space to do so and people interested in developing creative skills, or just take part in creative learning for personal development, will benefit from doing so.

Below: Arts events at Dulwich Picture Gallery.



Below: College exhibition at Watford Museum.



## *The go-to for creative activity in the community*

A visible accessible space within the town centre will facilitate a multitude of needs, providing exhibition, selling, making and learning space in a welcoming community hub.

'Good things are happening here' will be realised. Such spaces will harness and amplify the energy and talents of local individuals and groups, creating a sense of vibrancy.

At the same time, this provision will encourage a more diverse footfall into the town centre and animate the high street. Together with a series of cultural initiatives in the public realm and better communications, the message that

Below: Turning Earth Open Studio event.



## 2.4 Maximising existing offers

Change is in the air in Watford as plans are on the table to refurbish or extend all of the existing major venues. This coincidence is a fantastic opportunity to review the future cultural offer in Watford and include a variety of spaces to further benefit existing providers and support new activities and audiences. There currently exists a lack of activities on offer for young people, and creating welcoming, safe and creative new spaces will help to fill this gap.

The Museum is currently preparing an HLF lottery bid for a new extension and internal refurbishment, which will include a cafe and new displays. The proposed works will help expand the audience base, and especially cater for primary schools. A temporary exhibition space on the ground floor will create an easily accessible point of interest and encourage repeat visits.

The site upon which Watford Palace Theatre's scenic workshop is located will be developed and its relocation is vital to allow WPT to continue to operate as a producing house. A site adjacent to the Pump House Theatre is on offer, and a combined project could facilitate a much needed refurbishment of the Pump House, also providing an active 'making space', creating



Watford Museum



Left: Visualisation of the proposed extension at Watford Museum.

Right: Scenic workshop.

## *Supporting the growth of existing cultural operators*

apprenticeships. This would strengthen Watford's cultural capital - establishing this part of Watford as a Community & Cultural Hub and bringing wider training and job opportunities.

In addition to providing new spaces, the Pump House and Museum building projects represent a fantastic opportunity to commission high-quality architectural designs which will complement the existing building whilst providing exciting new spaces to enjoy.

The Colosseum also falls under this category as it will undergo refurbishment to its roof, during which time programming is likely to stop.

Consideration and planning as to how these venues continue to operate during the refurbishment works is required and represent an opportunity for these organisations to temporarily relocate and during this time attract new audiences, while retaining existing audiences through continued programming.



## CASE STUDY: Netil Market, London

Netil Market offers design, food and music. Open daily, it is part of the creative community based nearby at Netil House that provides space to local designers. As well as a dozen permanent stands – among them a bike mechanic, a coffee roaster, a vintage glasses shop and a florist – there are stalls that move in every Saturday, selling mainly crafts, clothes and contemporary homewares. Street food on offer varies from Taiwanese baps to homemade pasta and Caribbean BBQ. Netil House Radio has also recently launched broadcasting from one of the containers.

Client: EAT WORK ART

## CASE STUDY: Pop Brixton, London

Pop Brixton is an original project that supports local jobs, training and enterprise. It is a community initiative that has transformed a disused plot of land into a pioneering space that showcases the most exciting independent businesses from Brixton and Lambeth, providing a new destination that supports them to set up shop and share space, skills and ideas. As well as providing the space local businesses need to thrive, Pop Brixton works with members to make a positive difference in the community, investing in charitable projects and providing free space for community events, including regular open workshops in the arts & horticulture.

Client: Lambeth Council  
Designer: Carl Turner

Netil Market, linked to the creative community at EAT WORK ART.



Pop Brixton, a destination for new business, affordable workspaces, innovation and community schemes, with food, drink and retail outlets.



## CASE STUDY: Turning Earth, London

Turning Earth E10 is a new centre for ceramics that opened in the Lee Valley in March 2017, in the 8,500 sq ft top floor of an old hardware factory.

The centre includes a large open-plan membership studio where part-time professional makers, serious hobbyists and beginners work together in a community environment, with the benefit of shared facilities. The space also includes a classroom for ceramics courses for those new to the craft, where 13 courses a week are taught by professional artists.

## Two locations at Walthamstow & Hoxton



Turning Earth's new studio on a light industrial site in Walthamstow.

## CASE STUDY: Hackney City Farm, London

Hackney City Farm is a both a community and educational resource, established to give local people, particularly young people, experience of animals. The Farm also runs educational projects, exhibitions, courses in crafts and farm trails. Classes in pottery and upholstery are run in the evening, plus pottery on Sunday afternoon and play schemes for the local community at Easter and during the summer.



Children's pottery at Hackney City Farm.

## CASE STUDY: Playhouse Derry, Northern Ireland

The Playhouse in Derry was a £4.6M restoration and extension of two dilapidated listed school buildings, prominently located in the cultural quarter and on the city wall.

The project delivered a new theatre, green room, dance studio, gallery, cafe space, community and education rooms and administration spaces. Crucially, the addition of a new stairwell and lifts solved accessibility issues. The project also included the commission of 2 new integrated art works which were displayed within the building fabric itself.

Client: Playhouse theatre  
Architects: Andrzej Blonksi Architects  
Project Architect: Juliet Quintero  
Budget: £3.4M (HLF & other sources)

Winner of BURA award for best practice in Regeneration 2009



Playhouse Theatre; Listed School buildings, Gallery, Green Rooms & Dance Studio.



2  
Sow cultural seeds

ACTIONS

OWNER

COLLABORATORS

NEXT STEPS

Focus Areas

Page 43

The Market

Creative workspaces

Creative Community Space

Maximising existing offer

Short-term

Reposition New Watford Market as a creative enterprise & food hub with a seasonal night-time creative social offer (& heat lamps)

Watford Council

Watford BID  
Herts LEP  
Freeholders / Leaseholders  
Local creatives  
Amma Gyan

Short Term  
-Identify an experienced creative market partner e.g. Meanwhile Space, Boxpark, Space Makers  
-Devise a management model & business plan to include occupier criteria e.g. public engagement, work v selling days  
-Scope costings  
-Identify funding to subsidise units  
-Commission re-design with internal public space, welcoming entrance

Medium Term  
-Contract market management company  
-Lease units to creative and food providers  
-Launch and promotion

Establish a detailed plan for the redevelopment of Watford's key cultural infrastructure  
Watford Museum / Watford Palace Theatre / Production Space / Pump House Theatre and Arts Centre / Watford Colosseum

Watford Council / Museum  
Watford Palace Theatre  
Pump House Theatre and Arts Centre  
Consultants

Heritage Lottery Fund  
Arts Council England  
Cultural Champions

Short Term  
- Agreement amongst cultural providers to share proposed development plans, aspirations & space requirements and identify opportunities for shared use of proposed new facilities to be incorporated into new briefs.  
- Review development programme and management of temporary relocation to retain audience and as a marketing opportunity to attract new users.  
-Submit Watford Museum HLF bid, ensuring high quality design offers best use of space  
-Finalise Feasibility Plan to provide new WPT Production Space & improvements to PHT, ensuring proposals are ambitious & deliverable  
-Establish a funding plan

Medium  
-Fundraise and deliver proposals

Long Term  
-All proposals delivered

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

2  
Sow cultural seeds

ACTIONS

OWNER

COLLABORATORS

NEXT STEPS

Focus Areas

The Market

Creative workspaces

Creative Community Space

Maximising existing offer

Page 44

Medium-term .....

Identify an existing or new build space with a café in or close to the town centre - for creatives and wider community to make, present and sell work, learn skills, 'have a go' and network

Watford Council  
Watford BID

CLG  
Amma Gyan  
Creative & Food Business  
The LP Café  
Music Partners  
Developers  
LEP

-Scope space options  
-Identify space management partners e.g. ACAVA, MillCo Project, Bow Arts working with local artists /makers  
-Develop business and funding plan

Identify how to provide one or more teen youth focused space/activity in the town centre e.g. youth focused café, teen shelter, alcohol-free club evenings, outdoor silent disco

Watford Council  
Watford BID  
intu

CLG  
The LP Café  
Syd Nadim, Clock  
Chris Luff  
Watford clubs  
Big Events

-Scope ways to better engage and provide for YP in Watford through programming, with partners. Including via Big Events programme, improved promotion to YP, creating opportunities for YP to lead or inform activity

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

# 3. Nurture & Support Growth

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Creating opportunities for cultural and creative participation and production to flourish



# 3.1 Festivals & Cultural Events

We will build on Watford's successful festivals and event programmes and support fledgling events to animate the borough and drive footfall across the year.

Watford boasts an impressive calendar of festivals and events: Watford Palace Theatre's Imagine Watford festival brings world-class outdoor arts to Watford; Rifco Arts' British Asian Festival is a popular annual programme; whilst the Big Events and the BID's Food & Drink Week are popular events in the public calendar.

a large local annual event bringing the whole community together in a creative and diverse multicultural celebration. This could take the form of a new event, or by maximising existing programmed events, such as the West Watford Festival to promote these as key opportunities for local people to create & participate.

There is scope to review how creative programming is spread throughout the year, to maximise publicity and attendance. Consultation has demonstrated keen interest in seeing

Cinema is returning to the town with a new multi-plex and IMAX at Intu. Local film makers, such as BAFTA nominated Mewlab, are making and presenting new work. A Watford Short Film



Left: The Weathermen by Kate Flatt Projects, at Imagine Watford 2018.  
Below: Flyer for Record Store Day, delivered by LP Cafe.



# Growing Emerging Cultural & Community Activity

Festival is evolving. The Palace Theatre is establishing a Young Filmmakers Festival, adding to their streaming of professional cultural productions. Together with the summer Big Screen events, these activities - with support and more effective coherent promotion - will fuel Watford's reputation as a centre for film, building on the nearby Warner Bros Studios Leavesdon, Elstree Film Studios and the National Film and TV School.

Papermouth are building a reputation for innovation and a more niche offer, adding to jazz and folk on offer at the Pump House.

This burgeoning music scene could be further nurtured, showcasing new talent in other venues and publicising gigs to new audiences. There is the potential to grow a Watford Fringe which could be a hub for the borough's creative talent each autumn.

As well as the larger established music and film provision, a more grassroots scene is allowing new work to be shared with audiences in Watford. Pubs like The Horns, The White Lion and The Flag and creative entrepreneurs such as new music promoters The LP Café and

All these different activities will bring things in from the edge, encourage experimentation and test new ideas and create opportunities for younger creatives to develop practical experience and confidence.

Below: New logo for Watford Short Film Festival, commencing in 2018.



Below: Flyer for Watford Fringe 2017.



## 3.2 Creative Careers & volunteering

The Creative Industries Federation state: “With increasing automation...future demand for creative and technical skills will be high and we must ensure our world-leading industries maintain their competitive edge as well as helping young people, teachers, careers advisers, and parents better understand the range of creative jobs and entrepreneurial opportunities that are possible, and how to pursue them.”

Page 47  
Watford is well placed to harness the creative and cultural opportunities in the borough to support young people into creative careers and to develop their personal creativity. West Herts College in Watford offers good creative and media courses with excellent facilities and there are a range of cultural and creative activities available for young people, such as those at Watford Palace Theatre,



The Dan Tien and Herts Inclusive Theatre.

The UK's Creative Industries need continued access now, and in the future, to the skills and talent they require, and young people and families need to be able to access clear quality pathways to training and employment. This is best facilitated through strategic initiatives such as raising awareness of what's on offer through schools and in the community, whether through training programmes or networks bringing professional and non-professional creative communities together.

Left: Design session with artists NEON on the development of a new temporary pavilion for the Pump House Gallery in Battersea.

## *Access to cultural opportunities*

The emerging Hertfordshire Cultural Education Partnership is a platform which partners in Watford can build on locally with a focus on STEAM-related skills and careers and the way in which engagement in creativity builds a broad range of soft skills like self-esteem and design-thinking.

Watford is reputed to be a very giving place, with many people giving up time or funds to charitable causes. A short period of volunteering in the arts could help introduce newcomers into the sector, offering an insight into the industry, and if possible the volunteering would be linked to an enrichment activity which would add a further layer

Below: Lobbylive at the Colosseum provides a platform to showcase talent, by entertaining audiences in Watford Colosseum's foyer.



3  
Nurture & grow

Focus Areas

Festivals & events

Creative Careers

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ACTIONS

OWNER

COLLABORATORS

NEXT STEPS

Short-term

Develop and establish a Watford Film Festival as a key date in Watford's cultural calendar – to develop talent and attract footfall to Watford (bringing together the Short Film festival and the Young Film Festival) and consolidate Watford's strength in film

Watford Palace Theatre  
Pump House Theatre & Arts Centre  
James Dyer  
Watford Council

Warner Bros  
Watford Council  
intu  
New Cinema

- Agree a Film Watford programming strand
- Bring together WPT and PHT work & joint promotion
- Engage Watford Colosseum as partner and consider how music (e.g. film scores/ silent cinema) can add to the programme
- Engage intu & cinema partner re support

Develop Watford Fringe as a hotbed of local creative talent for all ages, across the borough - ensuring wide appeal and, including fund-raising to support local talent with a high quality creative event at the heart

CLG/Fringe Producer  
Pump House Theatre & Arts Centre  
Watford Palace Theatre

Arts Council England  
Watford Palace Theatre  
Watford Colosseum  
Watford Council  
West Herts College  
Watford Schools  
Watford BID  
Mewlab  
LP Café  
Papermouth

- Engage with World Fringe Network to develop the Watford Fringe
- Establish a WF Advisory Group to support promotion and open up participation across Watford
- Consider developing a strategic commission to raise ambition & promote the fringe

Create opportunities for cultural volunteering

CLG/Fringe Producer  
Pump House Theatre & Arts Centre  
Watford Palace Theatre

Pump House Theatre  
Cultural Leaders Group

- Develop a shared culture volunteering programme as a pathway to employment or engagement for all ages, but with a youth focus

Build on Watford as a place of emerging music. Encourage & support local grassroots, professional and community initiatives including schools, orchestras, bands and choirs via, for example, Own The Stage and Record Store Day

CLG  
Watford Council

Watford Music Service  
Watford Palace Theatre  
Watford Coliseum  
West Herts College  
Watford Schools  
Watford BID  
Mewlab  
LP Café / Papermouth

- Work with existing providers to explore collaboration and communication strategy
- Emphasize a music production narrative through communications and within programming
- Consider identifying designated busking spots through Watford

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

3  
Nurture & grow

Focus Areas  
Page 49

Festivals & events

Creative Careers

ACTIONS OWNER COLLABORATORS NEXT STEPS

Medium-term

Participate in Herts Year of Culture 2020	CLG Watford Council	All partners	-Identify Watford's aims (raising profile of current activity, bespoke activity or a visitor promotion) -Identify and plan how Watford will participate
---	------------------------	--------------	--

Building on Hertfordshire's Cultural Education Partnership, devise & pilot a plan to create more opportunities for young people in Watford to access local culture, raise awareness of creative careers, develop creative skills & access to workplace experience	CLG/Consultant West Herts College Watford Palace Theatre	ROH Bridge Watford Council Watford Schools Warner Bros Creative Business e.g. Mewlab	-Scope appetite to build a Watford / West Herts Cultural Education Partnership (CEP) including with Watford Schools to e.g. Identify, grow and promote creative career experiences including digital -Develop a culture guide for YP in Watford (see Communicate & Attract) -Explore WH College as a National Saturday Club partner to create tangible pathway opportunities for 30 YP a year with a credible partner -Support existing planned initiatives such a WPT Shop Town community theatre production
---	--	--	--

Long-term

Increase opportunities for young people in Watford to access local culture, raise awareness of creative careers, develop creative skills & access workplace experience	Watford Council / Watford Palace Theatre (new funded role)	ROH Bridge Herts CC Watford Council Watford Schools Warner Bros Creative Business	-Assess progress and ensure evaluation
--	--	--	--

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

# 4. Attract pollinators

Encouraging new audiences  
& promoting creative  
Watford



# 4.1 Cultural Narrative: Watford Production House

From farming and brewing, to silk, paper making, engineering and printing, Watford has always been a place of making and production. Now Watford is at the heart of Hertfordshire's international film, TV and media industry where, alongside Warner Bros Leavesden, over 1000 creative media companies are based. ([www.hertfordshire.gov.uk](http://www.hertfordshire.gov.uk)).

Smaller creative companies are setting up in Watford, attracted by lower rents and proximity to the capital, such as the Bafta nominated animation house MewLab. Building a cultural narrative based on this recognised Watfordian trait of 'making', encompasses both historic activities and future aspirations.

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*We make music*  
*We make film*  
*We make theatre*  
*We make goals*  
*We make Watford*

Diverse contemporary theatre companies make, present and tour excellent new work, sharing skills with the next generation. A vibrant grassroots music scene in pubs and venues is building on Watford's musical heritage which includes great classical music stars, from Pavarotti and Callas to Menuhin and Rattle, who have been hosted by the Colosseum, now home of the BBC Concert Orchestra.

Left to right: Print works, Watford Football Club, The Harry Potter Experience, Rifco Theatre Company performance.



Local success stories include Geri Halliwell, Bruce Gilbert of Punk Band The Wire and The Staves. A new generation of talent is coming through supported by local music producer Papermouth, pubs, events like Own The Stage, the Colosseum's Live Lounge and Record Store Day, led by lively vinyl and live music venue The LP Cafe.

Sport is also in Watford's DNA, drawing crowds and producing numerous successful sports people from the boxing Buxton Brothers to footballers John Barnes and Luther Blissett. Watford Rovers formed in 1881 and by 1922 Vicarage Road was the home of Watford Football Club 'The Hornets'.

Watford's cultural narrative needs to encompass these many different threads, whilst being flexible to Watford's future. The Watford Production House/ We Make/ Made in Watford... theme picks up all of these and conveys a positive and active description of Watford and its people.



## 4.2 Communications

Ensuring everyone can easily find out what's happening, where and when, is key to the cultural success of places, building identity and growing sustainable creative communities. Currently there is no single source of information to find out about arts, culture and heritage activities in and around Watford.

## Online, print, physical

Thousands of people pass in and out of Watford every day, to work, shop, visit or stop en-route to other nearby locations. Watford's football matches and the Warner Brothers Studio Tour - The Making of Harry Potter at Leavesden, attract significant numbers of visitors from all over the world.

More effective communication about culture in Watford will shine a light on the range of available activity. It will encourage residents, workers and visitors to explore new areas, take part in diverse events and raise Watford's profile as a place for culture.

Effective accessible communication will identify audiences and diverse communication channels, ensuring a range of opportunities for reaching different stakeholders, including those who are digitally literate and those who rely on more conventional methods of communication. Watford's printing legacy could be a rich starting point to build on, developing an events publication which is distributed across these different channels.

As part of a multi-faceted audience development approach, cultural programming plays an important role in reaching diverse audiences and inspiring engagement and repeat visits. More bespoke initiatives like street arts, culture town criers and illustrated culture-zones can diversify the message and the audience.

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Above: the Museum offers a wide range of activities but these are not all reflected in current advertising.

Left: leaflet produced by LP Cafe for 2018 Record Store Day.



## CASE STUDY: Southbank Centre

North has designed a new visual identity & font for the Southbank Centre, inspired by its Brutalist architect and the original Festival of Britain identity. The re-brand also uses yellow as the core colour.



## CASE STUDY: Love Camden

"Love Camden is your go-to guide for a great time out. Created for and by residents, visitors and local businesses that know the ins- and outs."

The website features a calendar of events, films, art commissions, and a multitude of "Top 10.." guides.

## CASE STUDY: This is Brent

Made for Brent's winning bid for the London Borough of Culture 2020, this short film celebrates the borough's diversity, vibrancy and creativity.



4  
Attract pollinators

Focus Areas



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ACTIONS

OWNER

COLLABORATORS

NEXT STEPS

Short-term

Align the Destination Branding and Management Strategy with the Cultural Strategy & ensure culture is at the heart

Watford Council

CLG  
Watford BID

- CLG to engage closely with the Destination brand project
- Ensure branding design is effective for culture
- Build on this work with the other Communicate and Attract Actions

Devise and implement a plan to enhance communications about culture in Watford

Watford Council  
WPT / Watford BID

CLG  
Newsquest  
intu

- Produce communication plan to better promote Watford's creative and cultural offer ensuring it can reach a diverse audience including young people (see below)
- Ensure different mechanisms to reach diverse audiences and participants e.g. what's on website, digital app, enhanced social media e.g. Creative Watford Twitter @watfordculture

Commission public creative projects to promote local cultural events – e.g. a seasonal printed 'Watford Culture Chronicle' and bespoke culture information panels with changing information

Watford Council /  
Watford BID

CLG  
Watford BID

- Determine how these projects will be led & funded
- Link to Public Realm Way-finding initiatives and Public Art Strategy
- Establish a brief
- Ensure accessible creative design and artistic quality

Produce a young people's guide and resource about culture and creativity in Watford

Watford Council  
Watford BID  
West Herts College

CAN

- Plan how to emphasise a music production narrative through communications fddand within programming
- Consider identifying designated busking spots through Watford

Medium-term

Develop Cultural Champions and Ambassadors

CLG / CAN

All

- Identify if any individuals with Watford connections would be prepared to act as local culture champion e.g. Mary Portas & involve in early development
- Consider developing community culture champions as part of volunteering programme

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

# 5. Encourage self-seeding

Ensuring Watford's cultural future



# 5.1 Planning for Culture

Councils plan for housing, health, education and transport but also for cultural well-being, aiming to provide community and cultural facilities and services to meet local needs. Planning for culture, arts and sport takes place within a context of policy and strategic plans.

Pro-active planning for culture can support local cultural infrastructure and other cultural opportunities. This may include subsidised spaces, creative workspace, such as artist studios, and a wide range of public art typologies.

Watford will explore and develop how to develop policy to build the borough's cultural offer, creating more opportunities for all.

## Watford – the road to success

### Phase 1 – High Street & Clarendon Road (Palace)

- Town centre footfall between 2m & 2.5m per month (fallen since intu development started)
- 1,000 vehicles/day use this part of High Street
- Conflict of users – not sure who has priority
- Issues of public safety



# Harnessing Planning Policy

The opportunity exists for Watford's planning framework to support and enhance the range of local cultural provision, through subsidised space and cultural contributions in new development, which meets local need. For instance, consultation has shown that more affordable creative workspace is needed for local people wanting to make and show their work.

Nationally, it is necessary to become more creative about how to fund arts and culture by building a diversity of approaches. At the same time, planning for culture helps to embed creative provision for the long term by looking to an area's Local Plan and policies. The UK's Planning Framework requires councils to make provision for the cultural well-being of communities.

Around the country, especially in towns and cities, cultural facilities, creative workspace, public arts and community engagement are being provided through redevelopment, to enhance local provision, create employment opportunities and support place shaping. The many health and well-being benefits of engagement in culture are also valued.

In this way, an evolving arts and culture provision becomes hard wired into an area's DNA, providing for the cultural needs of the local community.

Left: Phase 1 Public Realm proposals for Watford High Street & Clarendon Rd.

Below: Phase 4 Public Realm proposals for Clarendon Rd.



## 5.2 Governance & Partnerships

In the 2017 report: Improving Places, the Arts Council and the Mayor of London emphasised how Business Improvement Districts, local authorities and cultural organisations increasingly work together to help places to thrive. Successful partnerships boost the economy, bring people together through creative programming, promote tourism and civic pride and revitalise neighbourhoods.

Councils and local partners have a pivotal role; to broker connections, identify opportunities for activity and funding, and to galvanise efforts. Key to success is joint working to achieve shared aspiration, with clear governance mechanisms. Culture champions, conveners, enablers and producers are all welcome.

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## *Enabling the creative conversation to flow*

Our Cultural Vision will be driven by a strategic Cultural Strategy Group, working together to implement, broker and fund delivery of a series of cultural actions.

An independent Strategic Culture Lead role will be piloted, providing additional capacity and expertise, to galvanise outcomes.

A new Creative Watford Forum will provide a space for anyone interested in being involved with Watford's cultural life to network, partner and share information.

Opportunities will be created to bring the two together, to share ambition, information and develop working partnerships. Project teams can lead specific activity, made up of representatives from across the spectrum.



## CASE STUDY: The GAP, Wisbech

This project forms part of a Heritage Lottery Bid to improve the high street in Wisbech. The proposal, which has received planning and Stage 2 Heritage Lottery Fund funding will create a new public realm & community event space with a rooftop viewing platform.

Whilst the project is conceived as a temporary (10 yr) project, the steelwork is designed to be permanent and can be incorporated into future development of the site.

The project has the support of Historic England as an interesting and playful addition to the street-scape in Wisbech' town centre and conservation area.



Client: Fenland District Council  
Designer: Dallas-Pierce-Quintero

## CASE STUDY: City of Sydney

Responding to community demand for more street art to enliven the streets, the City of Sydney created the creative hoardings program.

The City's hoarding and scaffolding policy and guidelines require the use of creative graphics on temporary structures in high traffic areas.



Head On Hoarding Sydney

## CASE STUDY: Culture & Business Fund Scotland

This fund encourages businesses to sponsor arts and heritage activity within Scotland and support arts and heritage organisations to build new business sector partnerships. If an arts or heritage organisation attracts an eligible business to sponsor an aspect of their work, the Culture & Business Fund Scotland will match that sponsorship, £ for £.



<http://www.aandbscotland.org.uk/culture-and-business-fund-scotland/>

## CASE STUDY: Battersea Exchange, London

The development and implementation of a Cultural Strategy and new public artworks forms part of the S106 obligations for this new mixed-use development. New temporary and permanent artworks are developed in partnership with the local school, providing hands-on workshops for the pupils, and creating a sense of ownership over their built environment.



5  
Encourage self-seeding

Focus Areas

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Planning policy

Governance & Partnership

ACTIONS

OWNER

COLLABORATORS

NEXT STEPS

Short-term

Refresh Governance to support effective delivery of the Cultural Strategy

Watford Council / CLG / CAN

CLG / CAN

-CLG to become Watford Culture Strategy Group (CSG) to support and broker delivery of the strategy aims and actions. Review membership and invite other NPOs.

-Refresh Community Arts Network as Creative Watford Network (CWN) to bring together anyone interested to support and nurture Watford's creative future

-CSG and CWN to meet 1-2 times a year to network and review progress of the CS

-Appoint a freelance Culture Lead role with responsibility for galvanising and progressing the Cultural Strategy and Action Plan

Plan for a digital future by harnessing technology to increase access to Watford

CLG / Watford Council

Watford BID  
Clock  
Warner Bros  
Mewlab

-See previous actions i.e. increasing young peoples creative and digital skills, creating a digital heritage trail and producing a culture website/Watford website section and appealing creative social media

Medium-term

Embed culture within Watford Council's local planning policy to generate enhanced public realm, more affordable creative space and funding for local activities

Watford Council / Consultant

Watford BID  
Clock  
Warner Bros  
Mewlab

-Define steps needed to integrate arts & culture through the Watford Local Plan to reflect the Culture Strategy and Public Art Strategy and lever investment through S106/CIL  
-Consider creation of Watford Cultural Planning Guidance  
-If required, commission specialist work

Long-term

Review the Cultural Strategy against progress to plan ahead

Watford Council / CLG

Watford BID  
Clock  
Warner Bros  
Mewlab

-Build in progress measures to evaluate success  
-Plan ahead beyond the current strategy for continuity

Short Term – by 31.03.2019; Medium Term – by 31.12.2020; Long Term – 2022

# Consultation

In the development of this piece of work, we have held workshops with the Cultural Steering Group, Cultural Leaders Group, the Community Arts Network and students from West Herts College.

In addition, we held meetings with key stakeholders including Warner Bros, Watford BID and all main cultural venues. To reach out more widely, we produced an online questionnaire and held two public open day events.

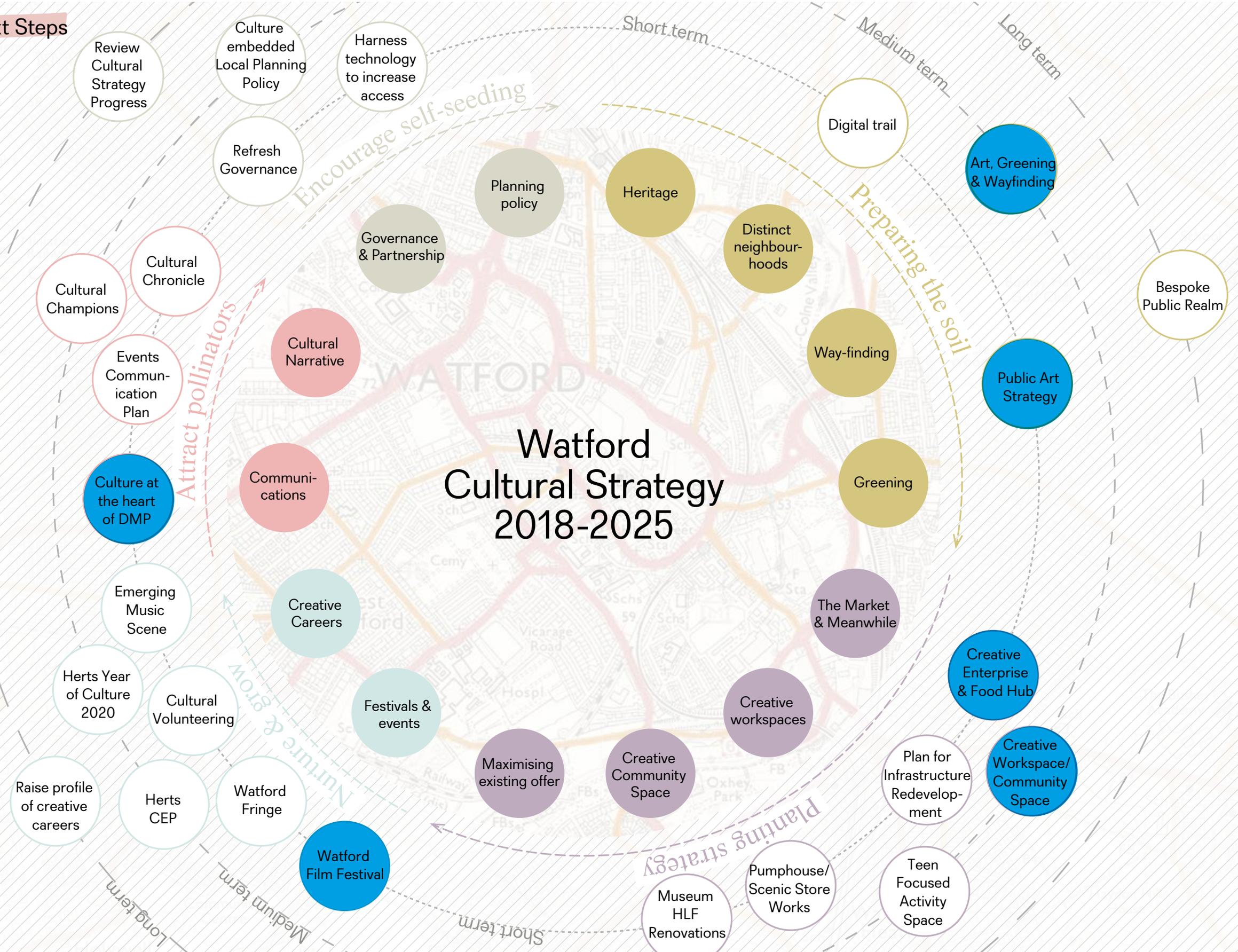






Next Steps

# Watford Cultural Strategy 2018-2025



## Next Steps

The Cultural Leaders Group has identified the following focus areas as priorities to progress in the short term:

- Attract Pollinators: Cultural Narrative & Communications
- Sowing Cultural Seeds: Creative Workspaces
- Physical Watford: Wayfinding & Greening, Softening & Animating

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## About Dallas-Pierce-Quintero

We're passionate about using art and design to enrich people's lives. We enliven public spaces, craft beautiful architecture, create meaningful public art and envisage cultural strategies for places experiencing change.

Our experience in delivering art and architecture projects gives us a unique advantage in working with local government, developers and cultural organisations to develop cultural strategies for places undergoing transformation.

We have successfully delivered cultural strategies for developments across the UK, each with their own unique challenges and aspirations.

This work is highly site-specific; exploring places, spaces and engaging the people that inhabit them through on-going dialogue to highlight existing cultural assets and define a foundation from which to build a vision for the future.

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Commissioned by

Watford Borough Council

Lead Consultants

Dallas-Pierce-Quintero

Sub Consultants

Flow Associates





**WATFORD  
BOROUGH  
COUNCIL**

# Equality Impact Analysis

<b>Title of policy, function or service</b>	Cultural Strategy 2018/25
<b>Lead officer</b>	Gary Oliver
<b>Person completing the EIA</b>	Gary Oliver
<b>Type of policy, function or service:</b>	Existing (reviewed) <input type="checkbox"/>
<b>Version &amp; Date</b>	V3 – SEPT 2018

## 1. Background

Watford's vision is: **To create a bold and progressive future for Watford.**

The council has recognised the important role culture, in all its forms, plays in delivering this vision for the borough. It also recognises that a strong, attractive and appealing cultural offer does not happen by chance and that investment is required to identify and establish the strategic direction, ambitions, priorities and actions that will bring success and deliver outcomes that will benefit the town and its communities.

Watford's previous Cultural Strategy resulted in a number of achievements but ended in 2017. Amongst these achievements were: physical improvements to Watford Colosseum and Watford Palace Theatre our significant arts and cultural venues, the delivery of world class artists into the High Street for the 'Imagine Festival', digital screenings, the creation of an artists' networks, learning and volunteering opportunities for local people and the delivery of a suite of free events such as the BIG Screen, Beach, Dance and Ice Rink.

Over the last few months, the council has been working alongside experienced and knowledgeable cultural consultants and with our cultural partners to develop a new Cultural Strategy – 2018 – 2025.

The new strategy sets out a cultural vision: *'to grow sustainable opportunities for creative enterprise, cultural provision and participation for our local communities, businesses and visitors which will, in turn, strengthen Watford's appeal as a creative destination'*

There are strong cultural partnerships in Watford and it is via this leadership that arts and culture will emerge as key factor in the future of the town's success, reputation and branding.

The Watford Cultural Plan 2018 -2025 has four main priority areas interwoven into focus areas detailed in the plan:

1. Heritage
2. Communication and Connectivity
3. Watford Production House and
4. The Cultural Ladder

The strategy also has an action plan, which highlights where interventions will benefit the borough's cultural offer both in the short and longer term.

Overall the Cultural Strategy is designed to improve lives, enrich experiences and provide new ones as well as delivering new opportunities for developing careers. Culture is attempting to join people together, educate, break down barriers, be inclusive, promote and celebrate diversity and equality. In this way, the council is meeting its public sector equality duty to foster good relations between people who share a protected characteristic and those who don't. At the same time it is committed to ensuring that nothing within the strategy or associated action plan could be seen as discriminatory to any of the people in the groups with the protected characteristics below.

## 2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of Cultural Plan on the people in the groups or with the characteristics protected in the Equalities Act 2010.

These are:

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership.

## 3. Engagement and consultation

In developing the Cultural Strategy a number of workshops were held to ascertain various people's views on culture in Watford. This included the Cultural Leaders Steering Group, the Cultural Leaders Group, the Community Arts Network and students from West Herts College. In addition an on line questionnaire was developed and two public open day events held.

The public consultation did not specifically pick up any equality monitoring data but asked more general feedback on Watford's perceived identity, what activities people currently participate in and what they thought was missing in terms of the cultural offer. It also tested the emerging themes of the strategy. The issue of greater cultural activities for teenagers was raised through the engagement – this was not just with the students at the College but also with the wider engagement groups.

It is proposed that the strategy is monitored through its lifespan and that as initiatives are identified and delivered, they are tested against this analysis and the principles set out for the council in its public sector equality duty.

Ongoing customer satisfaction surveys will ensure there is a check back with our communities, providing them with an opportunity to feedback on our plans.

**RECOMMENDATION 1:** Any consultation, satisfaction survey undertaken on the delivery of initiatives within the strategy should include some key demographic questions so the council has an understanding of the impact on some protected characteristics.

### 3. What we know about the Watford population

Our Cultural Strategy will impact on communities beyond our borough boundary as well as our own residents. However, we would want to ensure that what we know about the Watford population is taken into account as we devise how we respond to the challenges and opportunities set out in the strategy and action plan. In particular, we recognise that we are a diverse town with a younger population than the national average. We also know that whilst we are, overall, a prosperous town there are pockets where people experience a degree of deprivation compared to the national average.

To meet our public sector equalities duty, we will want to ensure that our cultural activities and developments take into account our population. This will ensure we are not discriminating unintentionally, not addressing potential barriers to participation and that we are maximising the opportunities culture presents to foster good relations within our communities and strengthen the ties between them.

#### **Population**

The current population of Watford is 96,600 (mid 2017 estimate revised) and is estimated to grow by 16% by 2026. Population growth estimates stated that they expected Watford to reach 100,000 by the end of 2017. In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.

#### **Ward level populations**

Mid-2016 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059.

	<b>2016</b>
Callowland	7,983
Central	9,101
Holywell	8,716
Leggatts	7,910
Meriden	7,870
Nascot	8,721
Oxhey	6,949
Park	8,464
St anborough	7,645
Tudor	6,944
Vicarage	8,986
Woodside	7,484

*This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2016)*

## Population projections

The ONS interim 2014-based subnational population projections are an indication of the future trends in population to 2024.

- Watford's population is projected to be 109,600 by 2022 with the population reaching 100,000 in 2017 (we will know if this was accurate with the release of 2017 population estimates);
- The bulk of the estimated 14.8% increase for Watford over the ten years from 2014 to 2024 is expected to stem from natural change of 8.8% (more births than deaths), net migration within the UK of 5.2% and net international migration of 0.7%. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of child bearing age.

## Households

The average household size in Watford is currently 2.45. This is average for the region.

## Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2017 the figure was 39,052.

## Household size

The 2014 projections estimate that, between 2014 and 2039:

- Watford's average household size will decrease from 2.45 to 2.33;
- Hertfordshire's average household size will decrease from 2.42 to 2.29; and
- England's average household size will decrease from 2.35 to 2.21.

## Household Composition

From the 2014 projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

## Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%).

Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

Other data sources, including a school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Punjabi, Gujarati, Portuguese, Romanian and Hindi.

From our assessment of our 74,522 electorate (i.e. those aged over 18 and registered to vote) the following main ethnicity groups have been identified.

- British – 61,399

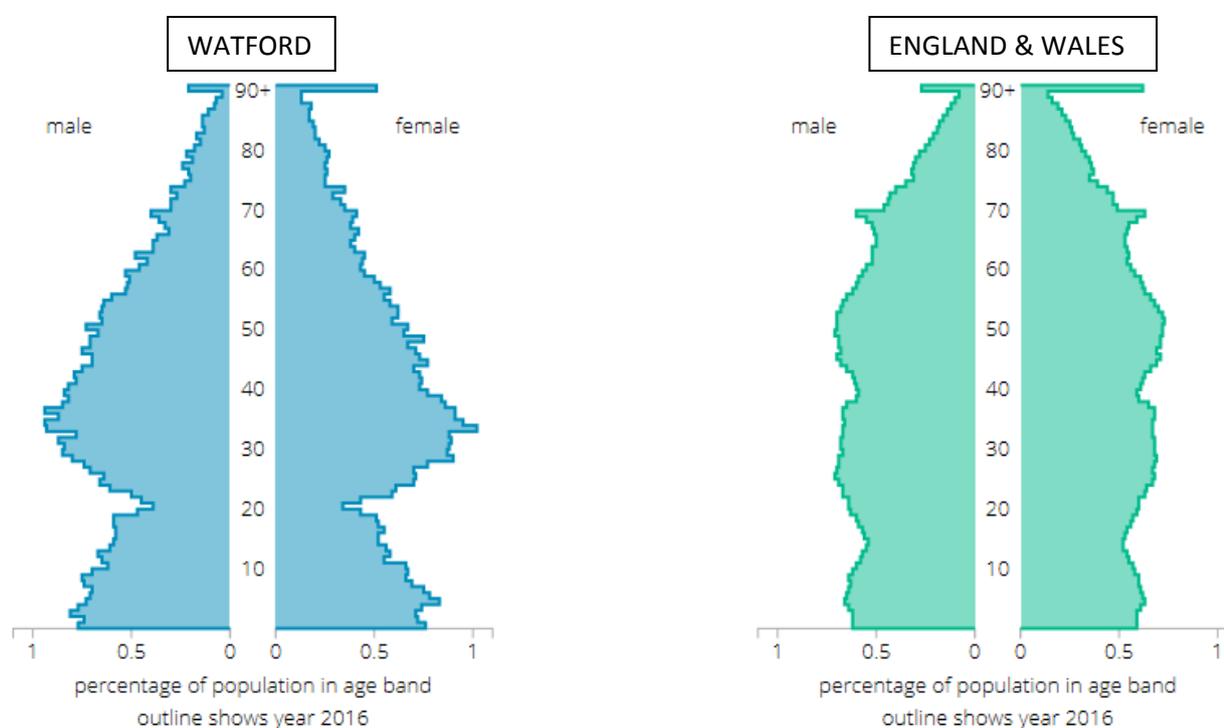
- Polish – 1,791
- Romanian – 1,612
- Rep of Ireland – 1,389
- Indian – 1,079
- Portuguese – 758
- Italian – 747

### Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and that the borough has a younger profile than the rest of England and Wales.



The average age of Watford residents is 36.8 years, which puts it amongst the youngest cities and towns in England.

### Disability / Health

Around 85% of the population of Watford state that they have ‘good health’ and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment. The 2016 NHS Health Profile’s summary conclusion is that the health of people in Watford is ‘varied’ compared with the England average. About 14% (2,700) of children live in low income families. Life expectancy for both men and women is similar to the England average (which is an improvement on previous years when men’s was lower).

The profile also shows that physically active adults have remained stable since 2016 at 54.4%, compared to the England average of 57%. There has been a very small increase from 58.9% to 60% in the percentage of adults classified as overweight or obese in Watford, although significantly better than the England average of 64.8%.

Also remaining consistent is the percentage of obese children in Year 6 (aged 10-11) at 16%, significantly better than the England average, which is 19.8%.

### **Religion / belief**

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

### **Deprivation**

The English Indices of Deprivation 2015 was published by the Government in September 2015, and updates the previous 2010 Indices, published in March 2011.

The Indices of Multiple Deprivation (IMD) 2015 uses 37 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI). In the IMD 2015, Watford is ranked 189 out of 326 authorities, putting it in the 6th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England. Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2010.

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2010, are as follows:

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (2)	Central	E01023860	5 (5)	1st (1st)	5005 (7683)	2nd (3rd)
2 (1)	Meriden	E01023876	19 (7)	1st (1st)	7590 (7539)	3rd (3rd)
3 (5)	Holywell	E01023865	22 (32)	1st (1st)	7800 (9818)	3rd (4th)
4 (7)	Holywell	E01023866	30 (40)	1st (1st)	9203 (10445)	3rd (4th)
5 (4)	Stanborough	E01023891	31 (21)	1st (1st)	9377 (9075)	3rd (3rd)
6 (11)	Meriden	E01023873	33 (57)	1st (1st)	9628 (11634)	3rd (4th)
7 (9)	Woodside	E01023906	41 (46)	1st (1st)	10062 (10768)	4th (4th)
8 (3)	Central	E01023861	45 (15)	1st (1st)	10469 (8354)	4th (3rd)
9 (8)	Central	E01023859	47 (45)	1st (1st)	10609 (10705)	4th (4th)
10 (6)	Oxhey	E01023883	49 (34)	1st (1st)	10710 (10014)	4th (4th)

### MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement.

MOSAIC GROUP	Group/Type Name	MOSAIC DESCRIPTION	Number of households in Watford	Watford Percentage	UK Percentage
1 J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4508	11.69%	1.59%
2 J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	3123	8.10%	1.26%
3 D14	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	2837	7.35%	1.31%
4 I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	2794	7.24%	1.37%
5 H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	2391	6.20%	1.96%

*Watford's MOSAIC profile (2016)*

#### 4. How will the council ensure equality is promoted through the Cultural Plan 2018-2025

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Watford Cultural Strategy

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

Given what we know about the Watford population, the following is the assessment of the equality impacts, both positive and negative of the proposals in the Watford Cultural Strategy 2018 -2025.

##### A. Positive impacts

###### **Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act**

The council recognises that people can face discrimination, harassment and victimisation in their daily lives. This can extend to when they are accessing cultural opportunities and activities. We will look to eliminate these behaviours as they might arise (taking into account that they are not always intentional) in relation to the strategy by:

- creating welcoming and safe places for our communities, this will reduce the risk of negative behaviours and reduce discrimination. Where places are well designed, open and appealing, they will attract activity, movement and generally be less prone to behaviours that could result in harassment and victimisation
- improving and enhancing accessibility when any upgrades / refurbishments to facilities or the public realm is proposed e.g. Watford Museum, Watford Pump House
- delivering the Big Events programme and other similar outdoor activities that are accessible to those with physical impairments. This would involve ease of access, provision of support for those with hearing difficulties (such as at the films

###### **Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it**

Culture should be open to all and the opportunities it offers equally open. The strategy clearly defines some of the opportunities that will emerge for the cultural sector in Watford as it is delivered. The council will want to ensure these are equally open across all its communities and residents. Some of the ways this can be achieved include:

- providing small creative workspaces where people can test ideas, sell goods all at a reduced rental space can help to reduce the barriers to start ups amongst the younger generation
- encouraging participation in cultural activities and events by groups and individuals from protected characteristics
- ensuring there are no barriers to participation in cultural events, activities and facilities – this would involve considering issues such as timing (certain days / times of the year could exclude participation for some protected characteristics), content and generally not making assumptions as to what experiences people would want to take part in
- ensuring way finding and navigation around the town is clear and legible, providing people with the information they need to access the town’s cultural offer. This needs to be complemented with accessible varied surface treatments, appropriate materials and lighting so that activities, events, and facilities are accessible and people will find it easier to navigate themselves around the town.
- Watford’s West Herts College is well placed to harness the creative cultural opportunities in the borough, supporting young people into creative careers supported by Watford Place Theatre, Dan Tien and Herts Inclusive Theatre.

**Foster good relations between people who share a relevant protected characteristic and people who do not**

Culture is a recognised as an effective way to bring communities together, break down barriers and enhance the lives of individuals. In this way, it can support good relations and a strong, cohesive community where people with protected characteristics enjoy everything the town has to offer alongside those who do not.

- The provision of festivals and events in the strategy is a positive way of bringing whole communities together in a creative way celebrating through diverse multi-cultural celebrations. The burgeoning music scene showcasing talent across the town provides a rich source of engagement and enjoyment from all the groups
- Through one of the strategy’s key themes of celebrating and valuing our heritage and character, we can demonstrate what makes Watford special for its past and present communities
- The focus area around greening, softening and animating spaces to sit, enjoy planting and engage in social exchange will bring intimacy and visual delight , encouraging people to dwell and connect with each other
- Creating opportunities to socialise, experience more unique food offerings , more pop events, in a relaxed and yet quirky environment of the market space allows opportunities for more integrated social connectivity.
- Creating community and exhibition spaces will harness and amplify the energy and talents of local individuals and groups. Creatives want to share skills, experiences help start-ups , develop new skills.

This helps to foster positive relationships amongst people.

- The developing Fringe Festival could be a 'hot bed' of local creative talent for all ages across the borough
- By providing a broad range of communications material such as digital, website, social media, print, information on arts and cultural activities can be more easily obtainable
- Harnessing planning policy and implementing changes within the strategy will embed the value and importance of culture. The UK's Planning Framework requires councils to make provision for the cultural well-being of communities
- A creative forum will allow the culture and arts conversations to flow and help to connect representatives across the spectrum. This helps to foster good relationships, support, sharing of skills and experience.

## **B. Negative impacts**

There are potential negative impacts from the implementation of the Cultural Strategy if the needs of those with protected characteristics are not considered. These are likely to be unintentional such as focusing on one group to deliver positive benefits but at the same time overlooking the needs of another group. For example, whilst the need for more activities and opportunities for teenagers and for younger creative people has been highlighted as a key development, we will have to be mindful that this does not have unforeseen consequences for another group.

It is also possible that activities / events could discriminate if issues such as cultural sensitivities or requirements are not taken into account an extreme example would be holding a food festival during Ramadan or a major celebration of art and culture does not explore a wide range of different cultures but just focuses on one area of interest.

The council understands its communities and the strategy could have negative impacts if this was not taken into account when making plans for the town's cultural offer. Whilst it is recognised that not every event or activity can appeal to all sections of every community, those delivering the strategy need to ensure that unintentional negative impacts are considered.

## **5. Overall conclusion**

### **Meeting the Public Sector Equality Duty**

This EIA has taken into account the council's public sector equality duty under s149 of the Equality Act 2010 and is intended to assist the council in meeting its duty. The council is required to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it; and

- Foster good relations between persons who share relevant protected characteristics and persons who do not share it.

Whilst the EIA has identified potential negative impacts, overall it has identified many positive impacts that identify how the council will meet its Public Sector Equality Duty. The Cultural Strategy offers outstanding opportunities for people to enjoy, mix and mingle thus fostering good relations amongst communities. By creating safe, welcoming spaces and a vibrant cultural scene this will support people with protected characteristics and break down any perceived barriers.

**Summary of potential positive impacts and ways in which they can be ensured**

<b>Positive Impact</b>	<b>Protected characteristics</b>	<b>Ways to ensure the positive impact</b>
The implementation of the Cultural Strategy is designed to ensure all groups are positively impacted through engaging culture in Watford	ALL	By continually monitoring the EIA on each project proposal, seeking out views of the public to ensure there is very little negative impact or this is reduced as far as possible.
Encourage feedback from our communities via customer surveys and any relevant draft proposals	ALL	<p>Ensure there are sufficient opportunities for people to engage in any proposals, particularly those with a protected characteristic in advance of a decision being made</p> <p>Ensure feedback is considered in decision making where relevant and appropriate</p> <p>Ensure surveys include some relevant demographic information</p>

**Summary of potential negative impacts and ways in which they can be removed or mitigated**

<b>Negative Impact</b>	<b>Protected characteristics</b>	<b>Ways to mitigate the negative impact</b>
Creative workspaces and creative careers could potentially provide more opportunity to the younger population	ALL – except for younger people	Ensuring there are balanced opportunities for all creatives across the spectrum to start up business and or a career.

**This EIA has been approved by: Alan Gough      Date September 26<sup>th</sup> 2018**

## PART A

**Report to:** Cabinet  
**Date of meeting:** 8 October 2018  
**Report of:** Section Head Parks, Open Spaces & Projects  
**Title:** Car Parking Improvements, Cassiobury Park

### 1.0 **Summary**

1.1 As part of the major redevelopment of Cassiobury Park, its attractiveness to all users has been increased, and especially during peak times in the summer months. This has placed increased pressure on the local area and within the park itself. The original intention was to increase the main car park capacity by a process of redesign, but this was unlikely to provide sufficient parking provision for peak times.

1.2 Proposals have therefore been reconsidered relating to how best to satisfy existing and future park visitors, taking into consideration the capital outlay to improve the car park, manage visitor numbers, impact on the park itself as well as to deter commuter parking and generate income to part offset costs of managing and maintaining the park.

1.3 Further to the above, there is the option as part of the proposed redesign to re-provide a suitable amount of disabled parking bays and to ensure we comply with best practice guidance issued by the Department for Transport. The car park infrastructure is extremely poor and its setting within the park gives the impression of an unwelcoming facility and also impacts on the visual attractiveness of the park. It is worth noting that the original intention here, post HLF funded restoration, was to remove the existing overflow and return this to parkland and redesign the main car park area only. This has since been reassessed and the proposal is now to retain and improve the overflow car park with an improved landscape scheme, which will give a significantly higher car park capacity, increasing the overall number of spaces from 132 to 213, a 61% increase in the number of spaces.

In summary the whole car park improvement project consists of the following

elements:-

- Redesign of the existing main car park with new surfacing and drainage, increasing the capacity and retaining the existing overflow car park, improving the surfacing and boundary treatment (please see designs attached as Appendix A);
- Landscape both car park areas to improve the setting within the park with a low level bund and tree planting;
- Introduce charges to deter commuter parking and generate income to offset ongoing management and maintenance of the park and paddling pools; and
- Promote opportunities to access the park on foot, by bike and public transport.

2.0  
2.1

## Risks

<b>Nature of Risk</b>	<b>Consequence</b>	<b>Suggested Control Measures</b>	<b>Response</b> <i>(Treat, tolerate, terminate, transfer)</i>	<b>Risk Rating</b> (the combination of severity and likelihood)
Closure of car park	Loss of use for park users, on street parking increased and impact on the fireworks display management	Could be staged – Phase 1 extension Phase 2 main car park. Winter work so car park quieter	Tolerate	4
Income targets not achieved	Budget targets and income not realised – budget pressure	Regular budget monitoring and options include reviewing charges over a period of time	Treat	4
Negative feedback and coverage in media	Public perception lessens – bad news story	Comms message highlighting issues and	Treat	4

		longer term benefits to park		
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### 3.0 **Recommendations**

- 3.1 To agree the final design shown in appendices A1 and A2
- 3.2 To approve the recommendations to introduce car parking charges based on the two options presented. Option TWO is recommended.
- 3.3 To further investigate the feasibility of whether the charging for commuter parking between October and March is achievable.
- 3.4 To consider whether club members (Croquet, Bowls and Tennis) should be liable for car parking charges.

**Contact Officer:**

For further information on this report please contact: Paul Rabbitts,  
 Lead Officer Post: Parks, Open Spaces and Projects Section Head  
 Telephone extension: 8250  
 Email - Lead Officer: paul.rabbitts@watford.gov.uk

**Report approved by:** Alan Gough – Head of Community and Environmental Services

#### 4.0 **Detailed proposal**

- 4.1 In 2013, the Council appointed The Project Centre to prepare a study on access to Cassiobury Park which covered promoting access on foot, bicycle, public transport and managing parking. In 2014, to supplement the application to the Heritage Lottery Fund, a Business Plan was developed by Community First Partnership that also assessed the potential of improving the existing car park.
- 4.2 The existing car park accessed off Cassiobury Park Drive / Gade Avenue currently has capacity for 82 vehicles including 6 disabled spaces. The over flow car parking provides capacity for an additional 50 vehicles. Additional, smaller car parks are provided to the very north of the park at Whippendell Wood (off Grove Mill Lane and Rousebarn Lane) but they are small in capacity and some way from the main formal facilities of the park. Access is also difficult via small quiet lanes.  
The proposals were to originally reconfigure the main car park and remove the overflow car parking to create an area that was less visually intrusive within the historic parkland and increase the capacity to approximately 152 vehicles, an increase of only 20 spaces.  
Parking restrictions now exist within the car park that have meant issues with commuter parking have been resolved with ticket machines in place and restrictions to 6 hours free car parking. The Cassiobury Park Access Study (October 2013) found that even at off peak and off season times the car park was typically 75% full indicating that this is a busy and popular car park.
- 4.3 As part of the HLF development stage works, automated people (9 No.) and vehicle counters (3 No.) were installed in April 2013. In the 10 month period to January 2014 these counters recorded 1.5 million person visits. Annualised data based on these figures would suggest that Cassiobury Park receives around 2.1 million annual person visits (excluding large events). The automated car park counters recorded 24% of all recorded visits (based on an average car occupancy figure of 2 people) accounting for 509,431 annual person visits by car. Gade Avenue Car Park is the busiest car park accounting for 389,300 annual person visits. The 2013 visit survey found that just over one third (37.1%) of visitors travel to the park by car with just over half (51.4%) of all visitors walking. Just 3.4% of visitors appear to use public transport to access Cassiobury Park. The park compares well against other parks nationally that have received HLF Parks for People funding and gathered visitor data.
- 4.4 The Gade Avenue car park always suffered from reduced capacity due to commuter parking during the week. The relatively recent introduction of car parking restrictions has reduced use by commuters freeing up further capacity for park users.  
As part of this car park improvement project, car parking charges are now proposed to be introduced alongside the reworking and redesign of the car park. Introduction of car park charging has the opportunity to provide income for Cassiobury Park which

can be reinvested and used to offset increased management and maintenance costs of the paddling pools, now managed by SLM, and the ongoing revenue costs for the park ensuring the long term sustainability of the park. Research elsewhere has indicated that many local authorities are now charging for car parking in their principal parks and anecdotal evidence also suggests that park users often expect to pay to park their car at such a location. These proposals have also been subject to consultation with park users, ward councillors and local residents.

- 4.5 The principle of introducing car parking charges at Cassiobury Park was endorsed by Cabinet on 20 January 2014. Consultation with the Council's traffic section and review of other car parking data and income figures suggested that the introduction of car parking charges at Cassiobury Park could generate around £73,000 annually (although this was based on not retaining the overflow) and £98,000 based on including the revamped extension. This was submitted to the HLF as part of the application process. There is also a commitment from the council that all car parking income is reinvested in the park to offset the increased management and maintenance costs and to sustain the park for the future. However, since the work was undertaken by the Project Centre and Community First Partnership, further discussions and details have now been carried out in relation to the increased capacity and the current fees and charges set by the council (presented as Option TWO below - recommended).

Car Parking charges are therefore based on the proposed car parking layout scheme which is as per the attached layout in appendix A and is described as follows:-

- 4.6 **PROPOSED DESIGN – IMPROVE EXISTING CAR PARK AND RETAIN BUT IMPROVE THE EXTENSION**  
Original no. of spaces - 132  
Total no of spaces proposed - 213  
Increased by – 81 spaces (61% increase in capacity)  
Capital cost - £980,000

- 4.7 The car park will be redesigned with:-
1. New edging and kerbs;
  2. Re-levelled and re-surfaced and re-lined;
  3. Cashless Ticket machines introduced;
  4. Low level barrier to prevent ingress by out of hours traffic;
  5. Improved access to the park hub for pedestrians from the car park;
  6. Improved signage;
  7. Drainage – none previously existed
  8. Early warning notifications on car parking availability on Cassiobury Park Avenue linked to a bespoke 'loop system';
  9. Low level lighting;
  10. A pre-booked coach space for school visitors to the park;

- 11. Height barriers; and
- 12. Significant soft landscaping.

5.0 **Implications**

There are a number of wider implications in relation to the ongoing management of the park and car park in relation to daily use and accessibility.

- Doing nothing – the car park will deteriorate further and continue to be an issue with park visitors unable to find a space and for those attempting to park on especially busy days. Income nil.
- Basic resurfacing and enhanced maintenance – the car park capacity remains the same, but accessibility is not improved. Income generated but not maximised.
- Full redesign – maximum capacity reached, automated early warning in place, efficiency of access improved, income generated but maximised.

5.1 Charges are based on the following options:-

5.2 **OPTION ONE**

Monday to Sunday

8am – 5pm

Up to 2 hours – FREE (no impact on dog walkers, joggers, short term visitors)

ALL DAY – £2-00

Maximum stay 6 hours. Charges apply 7 days per week.

**Annual combined income of up to £100K**

or:

5.3 **OPTION TWO**

Assumptions:

- Pricing 0-2 hours                      Free (no impact on dog walkers, joggers, short term visitors)
- Pricing 2-3 hours                      £2
- Pricing 3-4 hours                      £3
- Pricing 4-5 hours                      £4
- Pricing 5-6 hours                      £5

Maximum stay 6 hours. Charges apply 7 days per week.

Annual combined income of up to £200K

Two further issues need consideration:-

- The introduction of chargeable car parking for commuters for the ‘extension’ which is usually closed for the winter. This would need to be considered as a permit scheme and could generate further income from October to March. This

will require a Traffic Regulation Order.

- The Cassiobury Park Stakeholders Group met on the 12<sup>th</sup> September and was updated on the car parking proposals. Concerns were raised with regards to the effect of introducing charges to their membership numbers. In total, circa 100 members would be affected with average stay for each member ranging from 3-6 hours. The clubs requested that consideration be made for car parking permits to be issued to club members.

## 6.1 **Financial**

6.1.1 The Shared Director of Finance comments that the Council has committed up to £1,000,000 for this scheme. Colleagues in finance have assessed the income generation calculations and are satisfied all avenues have been explored and calculations are realistic.

The scheme has been added to the Capital programme for this financial year to ensure completion by Easter 2019. Option Two is therefore the preferred recommendation.

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

6.2.1 The Head of Democracy and Governance comments that this is currently within the council's capital programme and has been agreed by Council. The proposed new car park layout will require a new Off Street Parking Places Order as it significantly amends the current car park and the ability to charge will be included in the Order.

## 6.3 **Equalities/Human Rights**

6.3.1 Having had regard to the council's obligations under s149, it is considered that there are implications in relation to equalities and human rights. An EIA is attached as appendix B. Consultation has also been carried out with regards to the proposals and is attached as Appendix C.

## 6.4 **Staffing**

6.4.1 No issues

## 6.5 **Accommodation**

6.5.1 No issues

## 6.6 **Community Safety/Crime and Disorder**

6.6.1 The introduction of cashless payment machines will negate issues with regards to opportunities for crime and disorder and lead to a better and safer car park. The car park will also be closed after dark, reducing further any ASB within the car park at night.

## **6.7 Sustainability**

6.7.1 The car park has had no works carried out here for over 10 years. The benefits to the long term sustainability of the park are income generated to offset costs of running the park and in some cases an incentive to find alternative ways to travel to the park. Automation in relation to early warning signage will avoid some of the gridlock experienced on busy weekends and when there are events in the park.

## **Appendices**

- Appendix A – Proposed layout of car Park
- Appendix B – EIA
- Appendix C – Summary of consultation

## **Background Papers**

No papers were used in the preparation of this report







# Equality Impact Analysis

<b>Title of policy, function or service</b>	Cassiobury Car Park Enhancements
<b>Lead officer</b>	Paul Rabbitts
<b>Person completing the EIA</b>	Paul Rabbitts
<b>Type of policy, function or service:</b>	Existing (reviewed) <input checked="" type="checkbox"/>
<b>Version</b>	v.01- 20 March 2018 v0.2 26 April 2018 v0.3 2 May 2018

## 1. Background

### Cassiobury Park Car Park Enhancements

Watford's vision is: **To create a bold and progressive future for Watford.** This includes its ambitions for green spaces provision in the borough, as articulated in the Green Spaces Strategy 2013-2023. Within the Strategy, the aspiration for all our parks and green spaces is:-

*“Watford will have a network of accessible, high quality and highly valued green spaces to be proud of, promoting sustainability, supporting bio-diversity and extensively contributing to the economic, social and environmental aspirations of the town”.*

#### **Cassiobury Park**

Cassiobury Park is Watford's premier park, a multiple Green Flag Award winner and also the borough's oldest public park.

It has been voted in the top 10 most popular parks in the country and it is worthy of this accolade. The Park has recently benefited from nearly £7million investment from the Heritage Lottery Fund, Big Lottery Fund and the Council, which was completed in 2017. This significant programme of refurbishment and improvement included:

- Building a new Park Hub to provide high quality visitor facilities that were currently lacking and were known to create barriers to greater use;
- Introduction of interactive water play in the paddling pools area;
- Enhancement and extension of the Cha café;
- Improvement of the young children's play area;
- Reintroduction of the bandstand;
- Development of the small scale music, arts and cultural activities in the café [and bandstand];
- Development of heritage, wildlife and volunteer activity at the new Park Hub, local nature reserve and Whippendell Wood;
- A programme of events and activities including an education programme;
- Creation of new Park Ranger and Education Officer posts;
- Engagement with, and confidence building of, under-represented groups through the new staff posts;
- Promotion of the restoration project as well as our events and activities; and
- Developing a history / heritage focussed project about the park.

Today Cassiobury welcomes over 2 million visits a year that enjoy the many attractions, activities and facilities it has to offer. As well as those outlined above, the River Gade, Grand Union Canal and the wilderness of Whippendell Wood also remain strong attractions for Park visitors.

The Park remains a centre for sports, it is home to Watford (Cassiobury) Croquet Club, Watford Bowls Club and there are also football and cricket facilities available to local teams.

#### **Improvements to car parking in Cassiobury Park**

The wider restoration project covered a significant area of works within the Park but did not include any improvements to the existing car parks in the park including Gade Avenue, Grove Mill Lane and Rousebarn Lane, Gade Avenue is the major car parking facility for visitors, with the other two more closely situated for visits to Whippendell Wood.

The Heritage Lottery Fund in the preliminary application round was not able to fund car park improvements and the intention was that the council would look at this at a later stage as a potential 'invest to save' project.

The condition of all three car parks is currently very poor and the feedback from residents and park users is that car parking remains a significant issue including:

- capacity
- condition
- peak usage
- accessibility
- commuter use
- impact on locality (volume of traffic, congestion, and amenity)

Any improvements to car parking, therefore, need to consider these issues balanced against:

- the capital costs of any refurbishments
- day to day running costs of the car parks
- potential income generation from charging for the car parks

### **Proposed project to enhance car parking in Cassiobury Park**

The council has identified a project to enhance car parking within Cassiobury Park by a significant refurbishment of the car park at Gade Avenue and minor improvements to Grove Mill Lane and Rousebarn Lane car parks.

### **The Gade Avenue Car Park**

The car park at Cassiobury Park is a well-established parking space and is used by park users whether visiting for the whole day or as a short term visit. A number of clubs, businesses and societies are based in the park and include:

- Cassiobury Bowls Club;
- Cassiobury Croquet Club;
- Watford Miniature Railway;
- Daisy's in the Park;
- The Cha Tea Pavilion;
- Several Sports Clubs / Teams;
- Herts and Middlesex Wildlife Trust; and
- Green Gym.

The car park is used by members of each of these user groups as well as other businesses who use the park including small businesses such as fitness instructors / groups, many who already charge a fee for their service. At present the car park is free to all users although is restricted to a maximum 6 hour time limit to prevent the long term use by commuters into London. Six parking spaces are also currently allocated to disabled users. These are also free of charge. Its physical condition is however, very poor with a crumbling surface, derelict fencing, poor circulation and line marking and an inefficient layout. It requires major investment.

### **Income**

At present there is no charge for parking at Cassiobury Park although car parking is time limited to prevent commuter parking throughout the day.

**The identified project comprises the following proposed improvements / changes to the Gade Avenue Car Park provision:**

- full redesign and improvements to the layout
- full reconstruction (drainage, surfacing, layout, landscaping, lighting, 'digital' signage, noticeboards, fencing), which will improve accessibility
- increase in the number of car parking spaces by 54% from 132 to 204
- introduction of car parking charges – proposals as follows:
  - Pricing 0-2 hours           Free (no impact on dog walkers, joggers, short term visitors)
  - Pricing 2-3 hours           £2
  - Pricing 3-4 hours           £3
  - Pricing 4-5 hours           £4
  - Pricing 5-6 hours           £5

*(Maximum stay is 6 hours. Charges apply 7 days per week)*

The income generated through this charge would be reinvested in the Park, helping cover ongoing revenue costs.

## **2. Focus of the Equality Impact Analysis**

This EIA, therefore, considers the potential equality related impacts, both positive and negative of Watford Borough Council's proposal to redesign the Cassiobury Park Car Park and the introduction of car park charges on the people in the groups or with the characteristics protected in the Equalities Act 2010

These are:

1. Age;
2. Disability;
3. Gender Reassignment;
4. Pregnancy and maternity;
5. Race;
6. Religion or belief;
7. Sex (gender);
8. Sexual Orientation; and
9. Marriage and Civil Partnership.

## **3. What we know about the Watford population**

Whilst we know that Cassiobury Park attracts people from far beyond Watford's boundary as both a regionally and nationally renowned park and open space, we also know that it is much-loved and well-used by our own residents. In view of this, this analysis seeks to understand the broader, borough context within which the Park sits and how any changes to its offer might impact our population overall.

### **Population**

The current population of Watford is 96,600 (mid 2017 estimate revised) and is estimated to grow by

16% by 2026. Population growth estimates stated that they expected Watford to reach 100,000 by the end of 2017. In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.

### Ward level populations

Mid-2016 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059. Cassiobury Park is located within the Park ward of Watford.

	<b>2016</b>
Callowland	7,983
Central	9,101
Holywell	8,716
Leggatts	7,910
Meriden	7,870
Nascot	8,721
Oxhey	6,949
Park	8,464
St anborough	7,645
Tudor	6,944
Vicarage	8,986
Woodside	7,484

*This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2016)*

### Population projections

The ONS interim 2014-based subnational population projections are an indication of the future trends in population to 2024.

- Watford's population is projected to be 109,600 by 2022 with the population reaching 100,000 in 2017 (we will know if this was accurate with the release of 2017 population estimates);
- The bulk of the estimated 14.8% increase for Watford over the ten years from 2014 to 2024 is expected to stem from natural change of 8.8% (more births than deaths), net migration within the UK of 5.2% and net international migration of 0.7%. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of child bearing age.

## Households

The average household size in Watford is currently 2.45. This is average for the region.

## Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2017 the figure was 39,052.

## Household size

The 2014 projections estimate that, between 2014 and 2039:

- Watford's average household size will decrease from 2.45 to 2.33;
- Hertfordshire's average household size will decrease from 2.42 to 2.29; and
- England's average household size will decrease from 2.35 to 2.21.

## Household Composition

From the 2014 projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

## Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%). Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

Other data sources, including a school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Punjabi, Gujarati, Portuguese, Romanian and Hindi.

From our assessment of our 74,522 electorate (i.e. those aged over 18 and registered to vote) the following main ethnicity groups have been identified.

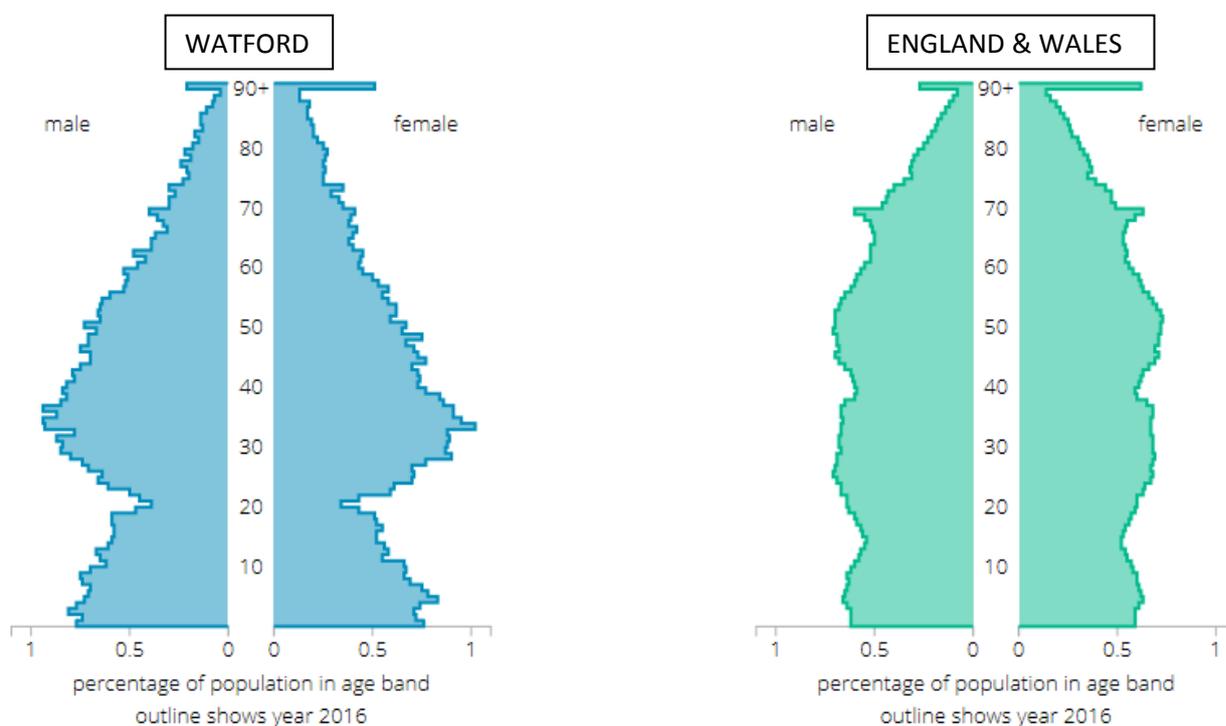
- British – 61,399
- Polish – 1,791
- Romanian – 1,612
- Rep of Ireland – 1,389
- Indian – 1,079
- Portuguese – 758
- Italian – 747

## Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and that the borough has a younger profile than the rest of England and Wales.



The average age of Watford residents is 36.8 years, which puts it amongst the youngest cities and towns in England.

### Disability / Health

Around 85% of the population of Watford state that they have ‘good health’ and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment. The 2016 NHS Health Profile’s summary conclusion is that the health of people in Watford is ‘varied’ compared with the England average. About 14% (2,700) of children live in low income families. Life expectancy for both men and women is similar to the England average (which is an improvement on previous years when men’s was lower).

The profile also shows that physically active adults have remained stable since 2016 at 54.4%, compared to the England average of 57%. There has been a very small increase from 58.9% to 60% in the percentage of adults classified as overweight or obese in Watford, although significantly better than the England average of 64.8%. Also remaining consistent is the percentage of obese children in Year 6 (aged 10-11) at 16%, significantly better than the England average, which is 19.8%.

### Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

### Deprivation

The English Indices of Deprivation 2015 was published by the Government in September 2015, and updates the previous 2010 Indices, published in March 2011.

The Indices of Multiple Deprivation (IMD) 2015 uses 37 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI). In the IMD 2015, Watford is ranked 189 out of 326 authorities, putting it in the 6th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England. Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2010.

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2010, are as follows:

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (2)	<b>Central</b>	E01023860	5 (5)	1st (1st)	5005 (7683)	2nd (3rd)
2 (1)	<b>Meriden</b>	E01023876	19 (7)	1st (1st)	7590 (7539)	3rd (3rd)
3 (5)	<b>Holywell</b>	E01023865	22 (32)	1st (1st)	7800 (9818)	3rd (4th)
4 (7)	<b><u>Holywell</u></b>	E01023866	30 (40)	1st (1st)	9203 (10445)	3rd (4th)
5 (4)	<b><u>Stanborough</u></b>	E01023891	31 (21)	1st (1st)	9377 (9075)	3rd (3rd)
6 (11)	<b>Meriden</b>	E01023873	33 (57)	1st (1st)	9628 (11634)	3rd (4th)
7 (9)	<b>Woodside</b>	E01023906	41 (46)	1st (1st)	10062 (10768)	4th (4th)
8 (3)	<b>Central</b>	E01023861	45 (15)	1st (1st)	10469 (8354)	4th (3rd)
9 (8)	<b>Central</b>	E01023859	47 (45)	1st (1st)	10609 (10705)	4th (4th)
10 (6)	<b><u>Oxhey</u></b>	E01023883	49 (34)	1st (1st)	10710 (10014)	4th (4th)

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement.

MOSAIC GROUP	Group/Type Name	MOSAIC DESCRIPTION	Number of households in Watford	Watford Percentage	UK Percentage
1 J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4508	11.69%	1.59%
2 J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	3123	8.10%	1.26%
3 D14	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	2837	7.35%	1.31%
4 I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	2794	7.24%	1.37%
5 H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	2391	6.20%	1.96%

*Watford's MOSAIC profile (2016)*

#### 4. What we know about Cassiobury Park users

##### Cassiobury Park survey 2013

As part of the Heritage Lottery Fund submission for funding to support the council's restoration and improvement plans, an Activity Plan was prepared that looked at current audiences/users and future targeted audiences/users. This work was developed by Community First Partnership and is a valuable resource on the user profile of the Park.

Pre restoration (2013), a picture of the current users had been identified through use of visitor counters, a visitor survey, visitor observation and other consultation.

Automatic visitor counters were installed within the Park and they suggested there were in the region of 2.1 million annual person visits; anecdotal estimates for visitors to the paddling pools were in excess of 100,000 visits annually.

i. A **visitor observation study** was carried out between April and November 2013 to establish the broad demographic characteristics of visitors to Cassiobury Park. The visitor observation study was based on a surveyor walking a standardised route of the park and recording the demographic and other details of all observed visitors. A total of 19 recording sessions totalling 21.5 hours recorded 2,027 visitors to the park during the survey period.

The key findings of the visitor observation study can be summarised as:

- **Male visitors slightly outnumber female** (53.1% male, 46.9% female). The age range 20-44 years is the greatest age group making up 46.9% of all visits. Children aged under 15 use the park less than the profile of the catchment area would suggest (17.2% of recorded visitors against a catchment figure of 20.4%). The park is very well used by young people aged 16-19 years (10.6% recorded against catchment data of 4.7%)
- **Black and Minority Ethnic Groups tend to use the park less** than the catchment profile would suggest with 85.4% of recorded visitors form a white background (catchment data 77.1% white)
- Nearly two thirds (64.3%) of visits are made by people in groups, with 35.7% of visitors alone
- The Park is busy across all days of the week with little difference in daily levels of use across weekdays and weekends (weekdays 96.8 visits per hour, weekends 90.4)
- Visitors were recorded in all areas of the park; however, the areas around Cha café, the paddling pools and the main linear routes recorded the highest concentration of visitors

ii. From the **Visitor Survey 2013** we know that:

- 6% of visitors have a disability or long term limiting illness
- 68% visit at least once a week
- 51% arrive on foot, 37% by car, 8% by bike and 3% by tube or train
- 48% travel more than 3km in order to visit
- Once there, 73% spend over an hour in the park, with 19% staying for 4 or more hours
- There are very high levels of satisfaction with the park: 92% people were either fairly or very satisfied.

**Visitors are motivated to come for a variety of reasons:**

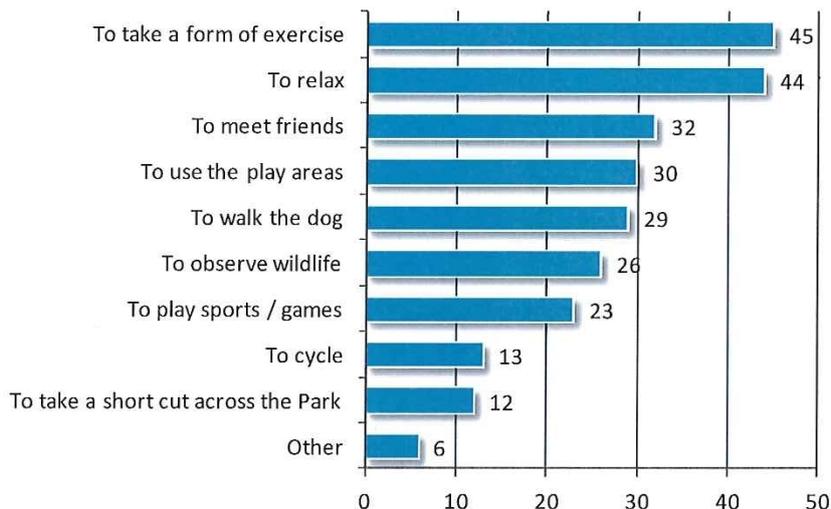


Table 1 Reasons for visiting

**Reasons for the Park’s appeal:**

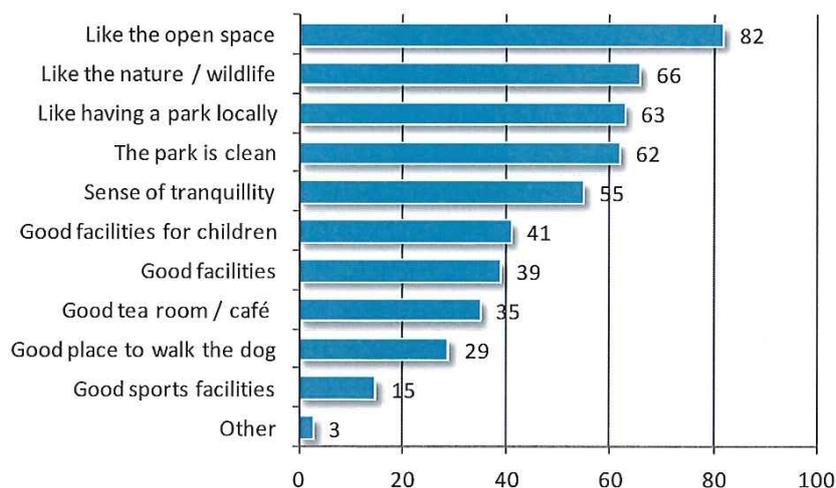


Table 2 Why people like Cassiobury Park

Since then, research and consultation has confirmed the validity of this list and has also revealed an existing demand for use of the indoor community space in the new Hub, including use by Muskaan Pakistanis Women’s Group, Watford African Caribbean Community Group and the local branch of the mental health charity Mind.

### **Potential Audiences**

With such a large number of visitors coming to the park each year the Round One bid to the HLF recognised the need to focus on engaging with under-represented audiences and retaining our existing ones, in particular the council has identified the need to target:

- Black and minority ethnic groups (in particular the local 'hidden' eastern European population who use the park and the local Pakistani community who doesn't)
- People with disabilities
- People on limited incomes
- Formal education and lifelong learning groups
- Physically inactive adults
- Overweight adults and children
- Young people
- Special interest groups

### **Priority Audiences Issues Identified**

As well as identifying the audiences, the council's research identified issues which might impact on their use / enjoyment of Cassiobury Park.

Car parking / issues with getting the Park were identified by a number of the audiences:

#### **Black and minority ethnic communities**

- *Lack of car parking spaces*

#### **People with disabilities**

- *Difficulties with public transport / getting to the site*

#### **People on limited incomes**

- *Transport costs to site a deterrent*

### **Cassiobury Park Survey 2018**

A survey of Park users was undertaken in 2018. 220 people responded. The survey was done on site.

#### **Mode of travelling to Cassiobury Park**

- Just over two thirds (68%) of visitors travelled to the park by car

#### **Length of visit**

- Nearly half of those asked (48%) said they spent 1 – 2 hours in Cassiobury Park. This would mean that a majority of visitors would not be required to pay for parking. Just under a third (29%) said they stayed for 2-4 hours incurring a cost of £2 /£3 for a visit

#### **Reason for visit**

- The most popular reason was to use the play areas (38%) but this could be the location of those surveying the park users, which was close to the play areas

#### **Profile of visitors**

- A third were between the age 35-49
- 60% were female
- 63% were White British, 8% were other White Background, and 5% Pakistani

## **5. How will the council ensure equality is promoted through the proposals for Cassiobury Park Gade Avenue car park enhancements and introduction of car parking charges for this car park?**

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the proposals for the Cassiobury Park Car Park Enhancements :

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

The proposals to improve the car park are based on the declining infrastructure of the existing car park and the need for the council to cover its costs in managing and sustaining Cassiobury Park but at the same time ensuring that park users can still enjoy all that it has to offer. This includes park users with protected characteristics.

Given what we know about the Watford population, the visitor profile of Cassiobury Park, the following is the assessment of the equality impacts, both positive and negative of the proposals for the Cassiobury Park Car Park Enhancement.

### **A. Positive impacts of the proposed improvements**

#### **i. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act**

The improved lighting that will form part of the refurbishment will improve the safety and accessibility of the Gade Avenue car park. This should provide reassurance to users of the car park and help eliminate behaviour which could impact on individuals or groups, which might be associated with a protected characteristic and increased vulnerability

#### **ii. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it**

The increase in capacity of the Gade Avenue car park, which will be delivered through this project will enable more visitors to access car parking. The council is increasing capacity from 132 spaces to 204 spaces. This includes 12 disabled parking spaces – 6 more than is currently provided.

- Limited car parking has been raised as an issue by those with protected characteristics and so more spaces will meet the needs identified. For those with disabilities the increased number of disabled parking spaces will be particularly welcome. The main issues usually raised by

disabled users of car parks are around the availability and access to spaces. These disabled spaces will be BS8300 standard, the recognised standard for disabled access, and means there will be easier access to more and larger disabled spaces. The proposed car park layout shows disabled spaces also located in the most convenient areas near to the pay machines and exits. New pay machines and BS8300 standard access to the machines will be installed and will provide step free access for all users. This will make access easier for disabled people. The investment in new machines has allowed all users to be able to pay by cash, card and contactless technology. The additional free parking removes any requirement for disabled users to access different tariff information at the point of payment.

- The refurbishment will improve access to, from and around the car park, which should be of benefit to anyone with mobility difficulties or with young children / babies and toddlers in prams and pushchairs. This would be most relevant through the autumn / winter months where rain and cold weather conditions can impact on the current Gade Avenue car park
- The off-site early warning signage will also benefit park users indicating current accessibility to the improved car park at the time of arrival of park visitors – in other words are there spaces available?
- The introduction of car parking charges should also improve the availability of car parking spaces as it will discourage both commuter parking and people parking their cars for longer periods thus releasing parking for a greater number of visitors

Whilst parking charges would be new for Park visitors, a significant number will face no charge (i.e. visitors staying for under 2 hours). The costs of parking proposed are relatively low given that the major attractions within the Park are free (including the paddling pools). The proposals also recommend up to 6 hours free parking for blue badge holders

**Recommendation 1: Ensure consultation and engagement is carried out with the local community on the proposals, with focus on those with a protected characteristic**

**Recommendation 2: Ensure, should the proposals be adopted, that there is good promotion of the additional parking, including the increase in disabled parking spaces, and the parking charges**

**iii. Foster good relations between people who share a relevant protected characteristic and people who do not**

- Increasing the extent of visitor parking at the Gade Avenue car park, the council believes will encourage visitors to Cassiobury Park throughout the year. The Park is already a place where people meet and interact and so provides an outstanding opportunity for those who share a protected characteristic and those who do not to come together and enjoy what it offers
- The introduction of car parking charges should encourage greater flows of visitors through the Park as people choose to vary visiting times in relation to the proposed payment schedule
- Improved accessibility and safety features within the car park (to BS8300 standards) will encourage some people with protected characteristics who might have felt less inclined to visit the Park to do so

- Off-site early warning signage should also improve confidence for those visiting that car parking will be available – if car parking is a deciding factor for someone with a protected characteristic on whether to visit or not, this new facility will be of benefit
- People with disabilities, BME groups and those on low income have identified car parking and transport costs as limitations to their use of the Park and so improved and more extensive parking – with 2 hours free those who do not wish to pay can visit without cost or there are alternative parking solutions. Blue badge holders will park for 6 hours free of charge.
- The design of the car park will take into account the needs of those with protected characteristics to maximise ease of use, safety and accessibility
- Recent survey results show that the majority of visitors are likely not to incur costs as they stay in the Park for less than 2 hours

## **B. Negative impacts**

The proposed change to the car park and introduction of charges may have the following negative impacts:

- Current proposals for the introduction of charges may affect the number of visitors that share a protected characteristic if they are on a low-income. This would also apply to those without a protected characteristic. This may well have a more significant impact on those groups we know who have already raised the issue car parking as a reason not to visit the park – those from our BME communities and those with disabilities as well as families with children as visiting the Park to enjoy the play areas is known to be a main attraction. This may well have a disproportionate effect on these groups.

The council believes there are ways to mitigate this impact:

- The first 2 hours are free for all park users
- Those with blue badges will be able to park for up to 6 hours free of charge
- The other two car parks (Rousebarn Lane and Grove Mill Lane) will remain free of charge and will have some minor improvements delivered
- There is time limited on-street parking available in some roads surrounding the Park

## **6. Overall conclusion**

### **Meeting the Public Sector Equality Duty**

This EIA has taken into account the council's public sector equality duty under s149 of the Equality Act 2010 and is intended to assist the council in meeting its duty. The council is required to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it; and

- Foster good relations between persons who share relevant protected characteristics and persons who do not share it.

Whilst this EIA has identified a potential negative impact relating to the introduction of car parking charges, it has also identified positive impacts that identify how the council will meet its Public Sector Equality Duty. Through the enhanced quality of the parking as well as the increase in spaces (including more disabled parking spaces) there will be more opportunities for people overall to park in Cassiobury Park and enjoy its many attractions. As a community facility that attracts people across all the protected characteristics as well as the wider community, the Park offers an outstanding opportunity for people to meet and mingle, thus enhancing and fostering good community relations. In addition, there are ways people can visit the Park and not pay for parking if this is an issue for them. With blue badge holders being able to park for up to 6 hours, this EIA finds that the potential negative impacts would be mitigated for this protected characteristic.

**Recommendation 3: Final completed design and charging proposals to be tested against the findings of this EIA to ensure that the council continues to meet its Public Sector Equality Duty**

**Recommendation 4: This EIA to be updated as proposals progress**

## Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
The opportunity provided by the proposals and potential investment in the Cassiobury Car Park means that the council will be able to ensure that existing facilities fully meet the needs and aspirations of those within our communities with a protected characteristic.	All	<ul style="list-style-type: none"> <li>• Ensure the needs of those with protected characteristics are considered throughout the development of plans for the new car park enhancements in Cassiobury Park</li> <li>• Regular updates of this EIA</li> </ul>
Increased disabled parking spaces, which are well located and provide easy access to the Park	Disability	<ul style="list-style-type: none"> <li>• Ensure the delivery of the additional car parking spaces</li> </ul>
Improved accessibility, safety and design of car park.	All – particularly disability, age – older people with age related mobility issues and families with younger children / pushchairs	<ul style="list-style-type: none"> <li>• Through the design of the new car park ensure that these issues are considered and included</li> </ul>
Encourage feedback from our communities on the proposals	All	<ul style="list-style-type: none"> <li>• Ensure there are sufficient opportunities for people to engage in any proposals, particularly those with a protected characteristic in advance of a decision being made</li> <li>• Ensure feedback is considered in decision making where relevant and appropriate</li> </ul>

**Summary of potential negative impacts and ways in which they can be removed or mitigated**

<b>Negative Impact</b>	<b>Protected characteristics</b>	<b>Ways to mitigate the negative impact</b>
The introduction of car parking charges may impact on park users and their use of the park.	ALL but in particular – particularly disability, age, ethnicity	<ul style="list-style-type: none"> <li>• Availability of time limited free parking</li> <li>• Free options available in other car parks and some on street parking</li> <li>• Up to 6 hour free parking for blue badge holders</li> <li>• Regular review of visitor numbers and charging fees</li> </ul>

**This EIA has been developed by:**

**Paul Rabbitts**

..... **Date .....07.06.18**

## **Summary of Consultation on Proposals for Cassiobury Car Park**

Considerable consultation has been undertaken as part of the proposals to improve Cassiobury Park Car Park. This has included local councillors, Friends of Cassiobury, stakeholder groups in the park and local residents.

### **1. Drop in session in the park**

Over 500 flyers were delivered on adjacent streets to the park advertising a drop in session that was held at the Hub in the park on Tuesday 15<sup>th</sup> May from 2pm – 7pm. The drop in was managed and held by the Section Head of Parks, Open Spaces and Projects. Cllrs Jeffree and Kloss also attended during the day.

#### **Summary of session**

- Over 200+ residents attended
- Sessions were lively due to previous bank holiday traffic issues and this was reflected in the feedback
- Many concerns that the car park was not big enough, but equally as many concerns that if it was bigger, it would generate more traffic.
- Consensus was that the car park needed to be improved and more felt it needed increasing in size.
- Majority of issues raised related to off-site concerns and the need to improve issues here including enforcement, one way / two way systems, especially on busy weekends. This was fed back and has resulted in improvements at last bank holiday weekend.
- Majority in support of the design although some concerns from immediate locals to the car park entrance at bottom of Cassiobury Park Avenue about the extension proposed here. This has since been removed and reallocated at the far end on the current extension
- Most agreed that early warning signage would help
- A number also felt it was about time charges were introduced
- Changing of the name of the car park or the one on Rosslyn Road – the names are too similar.
- A considerable number also wished to see the car park closed at night. Automatic droppable bollards can be introduced and is therefore proposed.

In summary, despite the vocal concerns on traffic here generally, there was support for the overall proposals to improve the car park.

### **2. Triangle and Cassiobury Residents Association**

Meetings with both groups are planned for 25<sup>th</sup> September and 15<sup>th</sup> October

### **3. Cassiobury Park Stakeholder's Group**

The Cassiobury Park Stakeholder's Group met on 12<sup>th</sup> September and included representatives of all the businesses, clubs and ward councillors who operate in the park. Whilst there was general support for the introduction of charges and the rationale for this, concern was raised with regards to the effect on club members for the Croquet, Bowls and Grosvenor Tennis Club. This would affect

c100 members who regularly play and are on site for between 4-6 hours. Concerns were raised specifically in relation to retaining numbers of members with clubs already struggling to grow. This has since been reflected in the Cabinet report for members to consider whether they should be included in the charges or permits issued.

## Part A

**Report to:** Cabinet

**Date of meeting:** 8 October 2018

**Report author:** Deputy Managing Director - Place Shaping & Performance

**Title:** Cycle Hire Scheme and Demand Responsive Transport System

### 1.0 Summary

- 1.1 As part of Watford's ambitions to develop sustainable transport, two of the Mayor's priorities that are embedded into the Council's Corporate Plan are to create a new cycle hire scheme and, to invest in new bus services. These will support the provision of sustainable transport as Watford grows and there is an ever-increasing pressure on the transport network, particularly in the light of the MLX scheme not proceeding and the forecast additional growth for Watford, which is expected to be around 800 new dwellings per year.
- 1.2 The Council is working on a number of sustainable transport initiatives and this will fit within an overall programme of work. There are also a number of proposals within the Council's 'Watford 2020 programme' using digital technology to enhance and benefit users such as a transport App and real time information.
- 1.3 Sustainable transport is multi-faceted and the recent Hertfordshire County Council Growth and Transport Model is being revised to reflect that the Metropolitan Line Extension (MLX) is not proceeding. There has recently been a consultation on this strategic document which closed mid-September 2018. A key change is a systematic approach to delivering sustainable transport. This also includes the concept of sustainable travel towns, cycle infrastructure improvement towns and bus rapid transit.
- 1.4 Alternatives to the MLX are being scoped at the present time but will not be a quick fix and should therefore be seen more as a medium to longer term project.
- 1.5 The proposal is to proceed to further examine the feasibility of introducing a Cycle Hire scheme and an on Demand Responsive Bus Transport system.

## 2.0 Risks

### 2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Low usage of Cycle Hire and/or DRT	Unused and costly infrastructure Reputational impact on the council	<ul style="list-style-type: none"> <li>• Set clear objectives and KPIs</li> <li>• Share risk and rewards with operators</li> <li>• Lessons from others and take advice on current market trends e.g. consultants</li> <li>• Marketing and promotion</li> <li>• Sponsorship</li> <li>• Initially set up in higher demand areas</li> <li>• Create a safer/better environment to encourage use e.g. use of traffic regulation; cycle hubs</li> <li>• Working with Herts County Council to improve the cycle network and improve/create additional bus lanes</li> </ul>	Treat and transfer	Unlikely (3) x High (9) = rating of 9
DRT competing with existing bus services	Existing bus services not being commercially viable and stopping or reducing the service on certain routes	Deal with as part of the contractual arrangements with the chosen operator	Treat and transfer	Unlikely (3) x High (3) = rating of 9

Demand exceeding infrastructure requirements	Frustration of users and poor reputation	The DRT and Cycle hire schemes are expandable. The commercial operator will be expected to plan for this scenario and respond accordingly	Transfer	Unlikely (3) x High (3) = rating of 9
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### 3.0 Recommendations

#### 3.1 Cabinet are asked to agree to:

- (i) A sustainable transport project to produce a business case for both a Cycle Hire (Share) scheme and on Demand Responsive Transport system (DRT)
- (ii) To delegate to the Elected Mayor sign off the business cases and approval of undertaking of any necessary procurement

And, to recommend to Council:

- (iii) That £27,000 is allocated from the Programme Management Board budget and £68,000 is allocated from the Economic Impact reserve for project management and business case development costs for the provision of Cycle Hire scheme and the Demand Responsive Transport system, and
- (iv) Agree that the Community Infrastructure Levy receipts that had previously been committed towards funding the Metropolitan Line Extension are made available to fund the Cycle Hire Scheme and the Demand Responsive Transport Schemes, including any supporting infrastructure allowed by the appropriate legislation.

#### Contact Officer:

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**Report approved by:** Manny Lewis – Managing Director

## 4.0 Detailed proposal

### 4.1 Background

4.2 **Demand Responsive Transport Buses:** There have been recent developments in bus services and a number of operators have set up Demand Responsive Transport (DRT) local networks using an algorithm-based App. In short, the algorithms aggregates passengers travelling from multiple origins to multiple destinations in an exceptionally efficient way, providing the convenience and the flexibility of a customised on-demand journey. There are a number of operators using this 'Demand Responsive Transport' (DRT) technology and officers have investigated two for the purposes of understanding the concepts of the model and getting a flavour of the market. These are:

- ArrivaClick – part of Deutsche Bahn network – Sittingbourne (Kent) service, which initially provides a service to/from the rural Science Park but has extended across a wider area. They have also very recently launched this in Liverpool.  
<https://www.arrivabus.co.uk/arrivaclick/>
- Oxford Bus Company – part of Go Ahead Group – Oxford 'PickMeUp' service operating across the 12 square mile 'eastern arc' of the city.  
<https://pickmeup.oxfordbus.co.uk/>

*Note: DRT is **not** a scheduled transport service/pre-booked taxi service and must be marketed accordingly.*

4.3 This is a growing market but typically schemes to date initially operated using 5-6 minibuses holding between 12- 16 passengers. The seating and internal fit out can be adapted and typically electronic device charging and Wi-Fi is provided on board to meet customer demands. They include facilities for customers with disabilities and children. In both the cases cited above the most recent vehicles incorporate pavement level access decks.

4.4 Due to its compact urban nature (8 square miles) Watford lends itself to this type of transport system. It is expandable and scalable as demand increases and in both cases cited above there has actually been an expansion of the operating area (or it is currently under consideration) due to latent demand which can be measured using the App technology.

4.5 In both cases the operator is either operating another traditional bus service in the area or, is working alongside other operators and have adapted the service so as not

to commercially compete with these services but instead, provide an enhanced and augmented service to customers. Services typically operate from 6 am until 10/11 pm.

- 4.6 It is evident that the market is changing particularly as technology advances e.g. better geo - locational Apps. In the case of Oxford, already 3 months into the new service, they are expanding the number of vehicles.
- 4.7 The DRT service is not in competition with taxis nor private hire vehicles. Typically a customer can wait up to 20 minutes for a vehicle (and is kept informed by text (SMS) or by tracking the vehicle on the App. Drivers are trained to assist customers with accessibility needs. Customers are provided with real time information on the location of the vehicle.
- 4.8 **Cycle Hire** (share): This has been a little more developed than the bus model and has featured in a number of areas within the UK since 2010. Lessons can be learnt from these examples. The consultants 'Systra' have been engaged in initial discussions with officers and an initial feasibility study for a Watford cycle hire scheme has been completed. Members were provided with the opportunity to look at this in more detail at a presentation on 20 September 2018.
- 4.9 There has been a rapid expansion in schemes across the UK, with schemes currently operational across 25 towns and cities. Public Bike Share (PBS) refers to bike share schemes which are open to the public, with cycles available for hire on-street, 24 hours a day, 7 days a week. Schemes fall predominantly into two categories:-
- 'Docked' schemes, where bikes are hired from and returned to formal docking stations; and
  - 'Dockless' (smart bike) schemes, where bikes are parked on-street, usually utilising an in-built smart lock.
- 4.10 There are also hybrid versions of these schemes: some docking-based schemes allow users to lock bikes to **general** cycle stands (for example if a docking station is full), and some dockless schemes provide the option of locking a bike to a stand, or, in areas of high demand, have formal parking areas or 'geo-fencing' capability to avoid bikes being parked haphazardly.
- 4.11 There are a number of cycle hire providers operating for both docked (TfL Santander, Nextbike) and dockless (Ofo, Mobike). The bike share sector and its associated technology are currently subject to rapid change and it is likely that the sector will continue to evolve rapidly over the coming months and years.
- 4.12 If the respective business cases demonstrate viability, it is anticipated that both the Cycle Hire and the DRT schemes viability will be operated by commercial operators.

However, there will be capital and revenue implications for the Council to 'pump prime' these schemes dependent on the scale and type of the schemes, for example a 'dockless' Cycle Hire scheme will have less infrastructure costs than a docked scheme. These are matters that will require further discussion and negotiation with the potential operators around a bespoke scheme for Watford. An indication of costs are included within Appendix 1 - Part B. The Council will also have to ensure that any model adopted satisfies issues such as State Aid.

4.13 It is possible that both the cycle hire and demand responsive transport system schemes will attract sponsorship. The schemes will require the continued support of Hertfordshire County Council as the Highway and Transport Authority. It will be critical to the success of the bike hire scheme that improvements are made to the cycle network at the same time so as to make cycling across the town safer and more attractive. HCC has also offered to establish a county wide framework for the procurement of cycle hire schemes so that the same operator could provide the service across a number of authorities. Subject to the business case, the ambition is to have both schemes in place for summer 2019.

4.14 There are currently Community Infrastructure Levy (CIL) receipts specifically allocated for MLX. It is proposed that that funding already received from completed developments are reallocated to support both these schemes. However, depending on the business cases, there may be an initial shortfall which will require an allocation of funding which can be replenished as development attracting the CIL comes forward.

## 5.0 **Implications**

### 5.1 **Financial**

5.1.1 The full financial details of the scheme are not known at this stage, and the current estimates will be refined as the business case is developed. The final scheme costs, both capital and revenue, will be confirmed and agreed as part of the budget setting process.

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

5.2.1 From the initial market research done to date it is likely that either or both of these proposals may need subsidy from the council. The council is subject to both the rules relating to State Aid and OJEU procurement. The business cases will need to examine how a model can be developed that will be State Aid compliant and any procurements will need to comply with procurement rules. It is intended to seek expert advice from counsel.

Watford Borough Council is not the Highway or Transport Authority for Watford and will also need to consider the legal powers under which it will be undertaking these projects. Detailed legal advice will be provided at the time the business cases are signed off.

### 5.3 **Equalities, Human Rights and Data Protection**

5.3.1 Consultation with stakeholders and the wider community will be undertaken as required. It is likely that to create safer and accessible routes some modifications to transport routes will be necessary requiring Traffic regulation Orders which are subject to a statutory process and consultation in their own right. An equalities impact analysis will also be undertaken and will be available when the business cases are finalised.

### 5.4 **Staffing**

5.4.1 Project and programme resource has been allocated to these proposals.

### 5.5 **Accommodation**

5.5.1 There are no impacts

### 5.6 **Community Safety/Crime and Disorder**

5.6.1 Suitable design and the opportunity for crime and disorder mitigation measures will need to be embedded in the designed schemes.

### 5.7 **Sustainability**

5.7.1 These proposal form part of a wider sustainable transport programme.

## **Appendices**

Appendix 1: PART B – Cycle Hire and Demand Responsive Transport

### **Background papers**

Watford Borough Council Community Infrastructure '123 List' February 2014