



**WATFORD  
BOROUGH  
COUNCIL**

# **OVERVIEW AND SCRUTINY COMMITTEE**

**21 October 2021**

**7.00 pm**

**Town Hall, Watford**

**Contact**

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# Committee Membership

Councillor A Grimston (Chair)

Councillor J Dhindsa (Vice-Chair)

Councillors S Feldman, P Hannon, T Osborn, M Parker, G Saffery, B Stanton and M Turmaine

## Agenda

### Part A - Open to the Public

**1. Apologies for Absence/Committee Membership**

**2. Disclosure of interests (if any)**

**3. Minutes**

The [minutes](#) of the meeting held on 23 September 2021 to be submitted and signed.

**4. Strategic Framework Update - Q2 2021/22 (Pages 4 - 86)**

Report of the Executive Head of Strategy and Communications and Head of Enterprise Programme Management Office

**5. Road to Renewal Refresh (Pages 87 - 113)**

Report of Head of Enterprise Programme Management Office

**6. Review of the Bike Hire Scheme (Sustainable Transport Contracts) Year 1 (2020 - 2021) (Pages 114 - 131)**

Report of Head of Leisure and Environmental Services

**7. Executive Decision Progress Report (Pages 132 - 136)**

The Scrutiny Committee is asked to review the latest edition of the Executive Decision Progress Report and consider whether any further information is required.

**8. Hertfordshire County Council's Health Scrutiny Committee**

Councillor Grimston, the Council's appointed representative to the County Council's Health Scrutiny Committee to provide an update.

**9. New scrutiny task group - Sustainable Transport Strategy (Pages 137 - 144)**

Report of the Senior Democratic Services Officer

**10. Work Programme (Pages 145 - 147)**

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

**11. Date of Next Meeting**

- Thursday 18 November 2021

# Agenda Item 4

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** 21 October 2021

**Report author:** Executive Head of Strategy and Communications and  
Head of Enterprise Programme Management Office

**Title:** **Focusing on delivery:**  
Tracking progress on the Council Plan – 2020-24 / Delivery  
Plan – 2020-22 (Quarter 1, 2021/22) and Organisational Development  
Strategy 2020 – 24 (Quarter 1, 2021/22)

**Nature of Report:** For noting

## 1.0 Summary

- 1.1 Watford Borough Council has set an ambitious agenda for the town and the council and has refined its strategic framework to ensure that it continues to build its reputation as a council that gets things done. A critical part of this approach is regular monitoring and reporting of the key elements of the council's strategic framework comprising:
- the Council Plan 2020-24 and Delivery Plan 2020-22;
  - the Organisational Development Strategy 2020-24; and
  - Covid-19 Road to Renewal Plan.
- 1.2 The updates on the progress on the plans reflect the positive outcomes that have been achieved through strengthening the council's strategic framework and establishing a clear focus for the organisation. This has enabled services to concentrate on what is important to the town and council. The progress achieved since the plans were approved in summer 2020 is shown in the updates appended to this report (Appendix A and B). It should also be noted that there is no update provided for this quarter on the Road to Renewal plan, which has been refreshed in light of the changing nature of the pandemic since last summer. This plan is included as a paper elsewhere within the Overview and Scrutiny agenda pack. This will allow alignment of the plan with the recovery work undertaken by Hertfordshire County Council and our neighbouring districts.
- 1.3 All three plans were underpinned by our corporate understanding of both the external and internal environment at the time of their development. The council has faced tremendous challenges since the plans were approved, particularly around the emergence of the second and third waves of the Covid-19 pandemic and the associated lockdowns. Whilst these have not deflected the council's focus on delivery, it has impacted on some specific areas of work within the plans, which are

being re-profiled to ensure delivery within the life of plans.

- 1.4 In July 2020, Council approved the Council Plan 2020-24 and Delivery Plan 2020-22. The Council Plan 2020-24 and Delivery Plan 2020-22 are key part of the council's strategic framework, developed to ensure the organisation builds on the organisation's ambitious agenda for the town, and community, and integrating our approach to addressing the challenges of the post Covid-19 era.
- 1.5 The successful delivery of the commitments in the Council Plan 2020-24 is critical to ensuring we remain focused on what is important to the town and our residents and we are seen by our community as an organisation that delivers on its promises. The July 2020 report to Council outlined how the organisation would make sure it rose to the opportunities and challenges of the Council Plan and Delivery Plan, including reporting regularly to Cabinet and Overview and Scrutiny Committee on progress, milestones and achievements. These reports will then form the basis of an annual report to our community, which is due to be provided over the next quarter.
- 1.6 The Organisational Development Strategy 2020 – 24 and its associated Delivery Plan (both approved by Cabinet in July 2020) set out how the organisation will support staff deliver the Council Plan, helping them develop and grow their skills, knowledge and experiences so they can make an effective contribution to the organisation's achievements and serve the residents and community of Watford. A commitment was also made to provide Overview and Scrutiny Committee with regular updates on the delivery of this strategy and delivery plan.

## 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)
Slippage on delivery of the Council Plan	Failure to deliver our commitments resulting in poorer outcomes for our town and residents.  Potential impact on the reputation of the Council.	Regular monitoring and reporting to Cabinet and Overview and Scrutiny  Robust project and programme management	Treat	3 (severity) x 2 (likelihood) = 6
Failure to recognise milestones / completion of commitments	Lost opportunity to celebrate success internally and externally	Regular monitoring and reporting to Cabinet and Overview and Scrutiny  Robust project and programme management  Clear communication of milestones / achievements	Treat	3 (severity) x 2 (likelihood) = 6
Failure to promote and recognise the Council's strategic approach and culture that is focused on delivery and outcomes	Lost opportunity to embed a renewed strategic approach and culture that ensures Watford BC remains a high performing, innovative and agile organisation	Regular, robust and accurate reports for Cabinet and Overview and Scrutiny that is owned across service areas  Linking delivery to staff and team objectives	Treat	3 (severity) x 2 (likelihood) = 6
Slippage on delivery of the Organisational Development Strategy	Failure to deliver our commitments to staff potentially resulting in failure to deliver our Council Plan.  Potential impact on staff's health and wellbeing.	Regular monitoring and reporting to Cabinet and Overview and Scrutiny  Robust project and programme management.  Regular checking in with staff through 1:1s, team meetings, surveys, Staff Ambassador Group	Treat	3 (severity) x 2 (likelihood) = 6

Loss of skilled staff / difficulties in recruiting if Organisational Development Strategy is not delivered and the council is not perceived as a place where staff can develop and grow	Impact on delivery, potential cost implication if needed to recruit on short-term basis to fill posts	Regular monitoring and reporting to Cabinet and Overview and Scrutiny  Robust project and programme management.  Regular checking in with staff through 1:1s, team meetings, surveys, Staff Ambassador Group  Build into recruitment literature	Treat	3 (severity) x 2 (likelihood) = 6
Our Road to Renewal Plan is adopted but cannot be delivered	Town and council do not deliver the renewal as effectively as they could. Perceived lack of leadership and support	A significant appraisal of resourcing requirements has been undertaken in relation to the activities identified within the Road to Renewal Plan. This will be aligned to the corporate budget position prior to approval. A robust governance and reporting structure has also been established to ensure ongoing momentum and appropriate levels of scrutiny	Treat	3 (severity) x 2 (likelihood) = 6
Our Road to Renewal Plan does not allow for an agile response to the changing external environment	Council's support for renewal is not as effective as it could be	There may be need to accelerate, amend or stop the plans in the Renewal Plan in light of the fast changing external environment. The governance structure in place allows for a formal change control process so that decisions to deviate from the Road to Renewal Plan are not made in isolation and with full overview of the Renewal Co-ordination Board. The plan will be refreshed at appropriate times.	Treat	3 (severity) x 2 (likelihood) = 6

### **3.0 Recommendations**

#### **Overview and Scrutiny Committee is recommended to note:**

- 3.1 The progress updates within this report relating to:
- the Council Plan 2020-24 and Delivery Plan 2020 -22 (Appendix A)
  - the Organisational Development Strategy 2020-24 (Appendix B)
- 3.2 As outlined in the original report to Cabinet and the Committee in July 2020, that the progress to date will be communicated publically to our residents
- 3.3 The significant corporate effort over the last three months that has resulted in a substantial level of progress made against the plans.
- 3.4 The impact of external factors on some of the areas of delivery. Where this is the case, the areas have been reviewed to reflect the current environment during Quarter 1. The focus on delivery within the life of the plans remains a corporate commitment.

#### **Further information**

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**Report approved by:** Donna Nolan, Managing Director



## **4.0 Detailed proposal**

### **4.1 A refreshed strategic framework**

4.2 The council has an ambitious agenda for Watford and recognises that a focused, and aligned, strategic framework is fundamental to the successful delivery of its plans for the town.

4.3 In summer 2020, the council reviewed and refreshed its strategic framework to better reflect these ambitions as well as the Mayor's Manifesto, local intelligence, community feedback and best practice. The renewed framework, comprising the council's key strategies and plans, confirms our focus on what is important to the town and its residents and that resources are allocated to its priority commitments.

4.4 A critical part of the successful delivery of the renewed framework is robust, and regular, monitoring and reporting of the associated plans including:

- the Council Plan 2020-24 and Delivery Plan 2020-22;
- the Organisational Development Strategy 2020-24 and Delivery Plan; and
- Covid-19 Road to Renewal Plan.

This report presents a progress update of the plans outlined in 4.4 and in associated Appendices (A and B).

4.5 Significant amount of progress has been achieved across all delivery areas. The direction set by the strategic framework has ensured services have clarity on where they need to concentrate and focus their energies and supports the council's reputation as a council that gets things done and that delivers on what is important to the town.

4.6 Running throughout the council's progress is the strengthening of our organisational approach, governance and structure. This means the council has the essential building blocks in place to support all of our activities and commitments not just across these plans but also across all of our corporate work and effort.

This has particularly focused on:

- making sure we have the right capacity to deliver;
- a renewed emphasis on integrating how we work strategically;
- making sure the way we make our decisions is transparent, timely and supported by the relevant information; and
- our organisational culture is directed to our 'one team' approach, shared ownership of our corporate priorities and commitment to deliver

4.7 All three plans were underpinned by our corporate understanding of both the external and internal environment at the time of their development. Since their

development, the council has continued to face a range of challenging external factors, which have required capacity and resources. These include the emergence and focus on the second wave of the Covid-19 pandemic and, previously, the uncertainty generated by the prospect of the Government's White Paper on Devolution and Local Recovery. The review of progress has identified where these external influences have impacted original milestones for some areas of work and where these have been reviewed during Quarter 1. Furthermore, the changing nature of the Covid-19 pandemic means the Road to Renewal Plan itself has been refreshed to ensure that it continues to meet the needs of residents and businesses as the impact of Covid-19 develops and becomes clearer and this is the subject of a separate report.

#### **4.8 Council Plan 2020-24 and Delivery Plan 2020-22**

4.8.1 The new Council Plan 2020-24 was approved by Council in July 2020 as was the associated Delivery Plan 2020-22.

4.8.2 The Plan, which covers the period 2020 – 2024, is designed to be strategic, high level and outward-facing, with an emphasis on outcome focused commitments. It describes the council's post Covid-19 era to the workforce, our communities and our partners by resetting our strategic commitments.

4.8.3 The Plan, has three themes (see below) and is underpinned by the principles of excellence; promotion; impact; enterprise; leadership and caring.

##### **Council themes:**

- A council that serves our residents
- A thriving, diverse and creative town
- A healthy and happy town

Each theme has five areas of commitment under which specific project and areas of work have been identified and articulated through the Delivery Plan 2020-22.

4.8.4 Whilst the Council Plan has a four year perspective, the Delivery Plan has been developed to focus on key priorities to 2022. The 18 month perspective means that the Council can be flexible and agile to respond to emerging and future challenges and opportunities and the initial Delivery Plan has a steadfast focus on the work to support our community, businesses and staff as they recover from Covid-19.

4.8.5 By reporting regularly to Cabinet and Overview and Scrutiny Committee on the progress made by the organisation against the Council Plan and, particularly the Delivery Plan, we can ensure we are continuing to focus our resources on what is important to our town and community. It also provides transparency and clear accountability to our community.

4.9 **Tracking progress on the Council Plan – 2020-24 / Delivery Plan – 2020-22**

4.9.1 In July 2020, the recommendation to report on progress on the Council Plan and Delivery Plan to Cabinet on a quarterly basis was approved by Council.

4.9.2 The fourth update, covering quarter one of the 2021/22 year, is at Appendix A. This identifies all the Delivery Plan commitments, the project delivering the activity and progress made during the first year of the Council Plan. The Executive Head of Strategy and Communications and the Head of the EPMO are continuing to coordinate the organisational response to the Council Plan and Delivery Plan, working closely with services to promote a shared corporate understanding and ownership of our commitments, reflecting our new culture and ways of working.

4.10 **Overview / highlights**

4.10.1 Overall, there are 62 areas of work / projects identified within the Delivery Plan 2020-22.

4.10.2 The council completed or has made significant progress against a number of important projects during the first year of the Delivery Plan. Highlights include:

<b>A council that serves its residents</b>	
<ul style="list-style-type: none"> <li>• New waste and recycling service launched Just under 14,000 residents have signed up for the new green waste service, including a large proportion using the digital MyWatford platform.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• New Organisational Development Strategy developed and approved, designed to support staff to deliver the best service for residents and businesses (see section 4.11-4.13 and Appendix B).</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• The reset of finances to mitigate the initial known impact of Covid-19 and ensure ongoing alignment with the council’s priorities as detailed within the Council Plan. It should be noted that work will continue in this area as the incident develops.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• New internal governance structure for the council established to allow for agile but robust decision making and a renewed focus on strategy and commercialisation</li> </ul>	<b>Completed</b>

<ul style="list-style-type: none"> <li>• A number of key leases agreed at Croxley Business Park, attracting and retaining businesses within the local area and supporting the council's financial recovery</li> </ul>	<p><b>Completed</b></p>
<ul style="list-style-type: none"> <li>• Completion of our Business Intelligence Strategy along with the implementation of the council's Business Intelligence platform with the first services now using the system to enable ongoing high quality delivery of services.</li> </ul>	<p><b>Initial work completed. Further activity underway</b></p>
<ul style="list-style-type: none"> <li>• Our Reimagining Watford project, as a key strand within the Town Hall Quarter programme, has commenced and looks to ensure that we maximise upon the benefits of more agile working whilst recognising the need for an ongoing collaborative space for staff. As staff return to the office, we have been engaging with our Staff Ambassadors Group and using the results of our staff surveys to understand the space whilst would allow our staff to deliver the best service to residents and businesses. Work to return to the office is now underway with some decluttering of the existing work spaces commenced.</li> </ul>	<p><b>Initial work completed. Further activity underway</b></p>
<ul style="list-style-type: none"> <li>• Watford Borough Council have been assigned as the district lead on the 'Staying Connected' project, which is a cross organisational Herts wide initiative that aims to support people with accessing information technology devices/kit and assist with training to help get them digitally connected to reduce social isolation. Support is now available for Watford residents who are digitally excluded either through lack of access to technology or digital skills and the project is gradually increasing both the number of devices available and volunteers who can provide training throughout the remainder of the year to ensure that as many residents as possible who need support are able to access the scheme.</li> </ul>	<p><b>Commenced</b></p>
<p><b>A thriving, diverse and creative town</b></p>	
<ul style="list-style-type: none"> <li>• A covid-safe High Street reopened, with ongoing advice and guidance for all businesses to ensure that they operate safely and residents and visitors are kept safe.</li> </ul>	<p><b>Completed</b></p>
<ul style="list-style-type: none"> <li>• Town Hall Quarter programme developed into a comprehensive single programme to regenerate the area at</li> </ul>	<p><b>Commenced</b></p>

the north end of the High Street, ensure a sustainable future for the Town Hall and Colosseum, develop a refreshed heritage and museum service and adopt new ways of working for the council.	
<ul style="list-style-type: none"> <li>Business forums and partnerships reviewed and implementation of recommendations underway to ensure that the council has the best support in place for businesses of all sizes across the town.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Business support partnership with Wenta agreed and launched.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Economic Development Strategy to underpin the council's long term support for businesses and the local economy approved. This vision and strategy for economic development for Watford (that embraces economic growth, environmental sustainability, social equity and inclusive growth) will be formally launched in October alongside a new 'branding and narrative for Watford' to promote the town effectively.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Key accounts programme developed and launched. Tranche two and three of the programme now underway.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>New CRM for Business system launched allowing ongoing engagement with businesses across the borough</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Market successfully refurbished within budget and new 'Market Lates' event launched 3 September to bring food, music and entertainment and promote the market as a place to shop, eat, drink and be entertained.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Place Shaping Panel recruited, formed to support high quality design for development across the borough</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Riverwell Multi-storey car park construction</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>£3.7m awarded to the council to assist in the decarbonisation of the Town Hall and Colosseum, contributing to the council's target of achieving a greener organisation. Initial discovery work has now commenced on-site with completion expected by March 2022.</li> </ul>	<b>Commenced</b>

<b>A happy and healthy town</b>	
<ul style="list-style-type: none"> <li>Oxhey Activity Park opened to the public, including a BMX track, children's playground, skate park, café and wildflower meadow. Car Park extension open and maintenance now handed over to Veolia.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Watford Rough Sleeper Task Force launched with attendees from a large number of agencies who all committed to work collectively and operationally to provide packages of accommodation and support for individual rough sleepers that enables them to leave the streets permanently and sustainably</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Voluntary sector review, alongside the Overview and Scrutiny Task Group, with significant engagement amongst the sector completed, and a final report to Cabinet on 9 November. Delivery of the Strategy is now underway.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Complex Needs Supported Housing Scheme at Brindle Court open and operational</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Design team appointed for Woodside Sports Village, a refreshed outdoor space to provide new sports and leisure facilities in the town. Designs remain ongoing with engagement from clubs on-site.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Member led scrutiny task group report back to Cabinet with recommendations to ensure that the council is actively tackling issues of importance to the whole of Watford's community</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Public Realm works in St Albans Road and across the Watford Junction forecourt finished</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Virtual outreach via zoom music and entertainment shows to those living with dementia in care homes and the community</li> </ul>	<b>Completed and ongoing</b>
<ul style="list-style-type: none"> <li>Dementia Admiral Nurses to provide referrals, signposting and promotion of services with a focus on raising awareness, reducing isolation post covid lockdown</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>Two successful Super Sunday COVID vaccination clinics held at Watford FC's Vicarage Road ground enabling c.3,000</li> </ul>	<b>Completed</b>

residents to get vaccinated and increasing the take-up of inoculations across Watford.	
<ul style="list-style-type: none"> <li>• Single Homelessness Pathway launched to bring together all the separate temporary accommodation providers into a multi-agency 'team' and work collaboratively to provide a holistic view of Watford's approach to accommodating and supporting single homeless people and the end-to-end journey they take.</li> </ul>	<b>Commenced and ongoing</b>
<ul style="list-style-type: none"> <li>• Work to design a memorial for front line covid workers has also progressed with an artist selected, a site at the hospital chosen and some funding secured. In addition, a tree memorial will be planted close to the band stand in Cassiobury Park as part of the Queen's Jubilee Green Canopy as a new place of reflection for residents.</li> </ul>	<b>Commenced and ongoing</b>
<ul style="list-style-type: none"> <li>• As part of the Town Hall Quarter programme, Haley Sharpe design Ltd have been appointed to assist with the new design for the museum and the initial review of potential space in the Town Hall. The Town Hall Quarter business case is currently being developed for a move to the Town Hall which would create a refreshed and vibrant museum offer for residents and visitors of all ages.</li> </ul>	<b>Commenced and ongoing</b>

#### 4.11 **Organisational Development Strategy 2020-24 and associated Delivery Plan**

- 4.11.1 The Council Plan identifies the Organisational Development Strategy as a priority area of work under the theme 'A council that serves our residents' with the related commitment to 'Empower leaders at all levels in our council to inspire our organisation and our community'.
- 4.11.2 The council recognises our staff are critical to our success and to building our reputation as a council that delivers. At the same time, we know that the commitment of our staff and their passion for public service ensures we keep our residents, our businesses and community at the heart of everything we do. The importance of effectively matching our resources (both financial and staff) to the ambitions of our Council Plan and Delivery Plan was recognised when the plans were presented to Cabinet in July with an aligned budget update and a new Organisational Development Strategy 2020-24.
- 4.11.3 The Organisational Development Strategy is also supported by a Delivery Plan, which translates the high level, strategic approach to how we develop our staff

into practical and timely actions.

#### 4.12 **Tracking progress on the Organisational Development Strategy 20-2024**

4.12.1 In July 2020, the recommendation to report on progress on the Organisational Development Strategy on a quarterly basis was approved by Cabinet. Aligning progress reporting to Cabinet on the delivery plans for the Council Plan and the Organisational Development Strategy will retain the synergy between the plans and support the effective governance for the council’s strategic framework.

4.12.2 The second update on the Organisational Development Strategy, covering Q1 of 2021/22, is at Appendix B. It should be noted that the delivery of a number of items have been reviewed. These predominantly relate to work dependent on the internal work to values and behaviour which, since the creation of the Organisational Development Strategy, have been aligned to the Town Hall Quarter programme and will be delivered through the Reimagining Watford project. However, a Project Manager is in place and engagement across the organisation has now commenced which will help to ensure that our values and behaviours have buy-in from across the council and are embedded. Similarly, initiatives which required face to face interaction have been unable to progress due to government restrictions and our internal risk assessments, designed to keep staff safe. These activities will be reviewed when the risk assessments change.

#### 4.13 **Overview / highlights**

4.13.1 The council completed a number of areas of work relating to Organisational Development Strategy. Highlights include:

• Staff Ambassadors’ Group established	<b>Completed</b>
• Steps taken to improve the number of managers who feel confident to spot the early warning signs of mental health and have the skills to manage those conversations with additional training now provided to all line managers	<b>Completed</b>
• Mental health first aid training for colleagues, enabling them to spot the signs and offer support.	<b>Completed</b>
• Evaluation of pilot health check programme (Community Protection team).	<b>Completed</b>
• People policies (particularly health and safety and flexible working) are reviewed to optimise agile working.	<b>Completed Phase 1</b>



<i>Several policies have already been reviewed updated and published.</i>	
<ul style="list-style-type: none"> <li>• i-perform launched 1 October as new check-in (1:1 meetings) and annual review platform. This will incorporate development discussions and a section for recording skills to kick start the central database of staff skills and abilities.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• ‘Time to Talk’ initiative rolled out to all staff and undertaken on three occasions, pairing colleagues together to connect in a way that has not been possible since the pandemic started.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• Joined the Kickstart scheme through the Chamber of Commerce and a number of Kickstart candidates have now started working in Communications and the Enterprise Programme Management Office</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• Recruitment of Executive/Group Head Assistant has completed with two people taking up their roles in Nov 2020 and the remaining two at the start of the 2021 financial year.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• Additional Mental Health first Aiders recruited and trained</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• Pilot Reimagining Watford workshop held with the Staff Ambassador Group</li> </ul>	<b>Completed</b>

#### 4.14 Road to Renewal Plan

4.14.1 The Renewal Plan is intrinsically linked to the Council Plan and Delivery Plan and provides the strategic link to the council’s ambitions for the renewal of the town, and the organisation, following the impact of the Covid-19 pandemic.

4.14.2 The Road to Renewal Plan was launched in July 2020, alongside the Council Plan, Delivery Plan and Organisational Development Strategy. Since this time, the impact of Covid-19 has evolved and more is now known about how it will affect our community in the short and longer term. We have always known that, in order to be responsive and reflective of the impact on Watford, the Road to Renewal Plan must remain agile and flexible and able to adapt to the changing needs of residents and businesses, particularly given that the recovery from Covid-19 is unlikely to follow the steps of a traditional recovery with the situation still far from certain. As such, a review and refresh of the Road to Renewal plan has taken place to ensure that it continues to best meet the needs of the community, our residents and our businesses. As a result, further emphasis and focus will be provided in areas such as the health and wellbeing of residents, equipping our residents to access employment opportunities and addressing digital isolation. The council will also work with neighbouring authorities and the

County Council to ensure that our renewal work is aligned to a Hertfordshire-wide position. This refreshed plan is subject to a separate report.

## **5.0 Implications**

### **5.1. Financial**

5.1.1 The Council's Medium Term Financial Strategy is aligned with the Council Plan to ensure that the commitments within the Plan are resourced. The Council's budget underpins the whole of the Council Plan and Delivery Plan. The importance of the budget is recognised under the theme 'A Council that serves our residents' with the related commitment being 'Focus our budget to deliver on our commitments and secure investment to work for Watford'.

5.1.2 A Renewal Fund of £1.2m was agreed by Council at its meeting on 14 July 2020 to support the delivery of the Road to Renewal Plan. This recognises that this work is essential in supporting the town's response to Covid-19. The use of the Fund is being monitored by the Head of the EPMO and Finance and is reported regularly to the council's Renewal Coordination Board, which comprises the Managing Director and other senior officers.

As at 23 January 2021, there was £687k remaining in the Fund. It has been used to support the Business Recovery and Growth programme, the business CRM system, social distancing measures in the High Street, the creation of the Voluntary Sector and Economic Growth strategies and project management resource. However, since then it has been possible to reallocate the cost of some of these schemes to the ARG fund. Further commitments made include the outdoor theatre in Cassiobury Park, the night market and works at Watford Junction. As a result, there is now £714k remaining in the Fund as of 8 September 2021.

5.1.3 The Shared Director of Finance comments that there are no further financial implications arising from the contents of this report.

### **5.2 Legal issues**

5.2.1 The Council Plan is one of the policy framework documents listed in the constitution that has to be approved by Council. The plan was approved by Council on 14 July 2020.

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

5.3.1 An Equality Impact Analysis (EIA) was developed for the Council Plan 2020-2024. This is consistently reviewed based on up to date information and data the council receives to ensure the council meets its public sector equalities under the s149 (1) of the Equality Act 2010.

EIAs were also developed for the Organisational Development Strategy 2020-24 and for the Road to Renewal Plan. These will also this will be monitored through the life of the respective strategies.

#### **5.4 Staffing**

- 5.4.1 The Council Plan sets the Council's strategic direction, and is, therefore, a key document for staff, enabling them to understand our commitments and priorities and allowing them to contribute fully to our success and achievements. As the overarching plan for the Council, it provides the framework for all our strategies and policies and links, through the Delivery Plan, to service business plans and individual staff objectives and outcomes. The principles demonstrate how we go about our work and are an important guide for staff on the Council's expectations recognising it is not just what we deliver but how we deliver that is a measure of our organisational culture.

The Organisational Development Strategy supports the Council Plan and Delivery Plan to equip all staff to be their very best.

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

- 5.5.1 Section 17 of the Crime and Disorder Act 1998 requires the Council to give due regard to the likely effect of the exercise of its functions on crime and disorder in its area and to do all it reasonably can to prevent these. Our theme: A happy and healthy town, underpins our commitment to 'Work even more closely with the voluntary and community sector, to build a resilient community where people support each other' and the associated action to 'ensure a safer Watford;' by working with partners and using our statutory powers.

#### **5.6 Sustainability**

- 5.6.1 The council's commitment to sustainability runs through the Council Plan and a range of actions to deliver our climate change commitments are identified within the Delivery Plan. These range from pushing forward with delivering greener ways to travel in Watford to promoting Watford's transition to a low-carbon economy.

### **Appendices**

- Appendix A – Council Plan 2020-24 / Delivery Plan 2020-22 progress update September 2021
- Appendix B – Organisational Development Strategy 2020-24 progress update September 2021



# Watford Borough Council Delivery Plan

## Progress Update

### THEME 1: A council that serves our residents

#### Key achievements over this period

- Watford Borough Council have been assigned as the district lead on the 'Staying Connected' project, which is a cross organisational Herts wide initiative that aims to support people with accessing information technology devices/kit and assist with training to help get them digitally connected to reduce social isolation. Support is now available for Watford residents who are digitally excluded either through lack of access to technology or digital skills and the project is gradually increasing both the number of devices available and volunteers who can provide training throughout the remainder of the year to ensure that as many residents as possible who need support are able to access the scheme.
- Our Reimagining Watford project, as a key strand within the Town Hall Quarter programme, has commenced and looks to ensure that we maximise upon the benefits of more agile working whilst recognising the need for an ongoing collaborative space for staff. As staff return to the office, we have been engaging with our Staff Ambassadors Group and using the results of our staff surveys to understand the space, which will support our staff whilst also allowing them to deliver the best service to residents and businesses. Work to return to the office is now underway with some decluttering of the existing work spaces commenced. The council is monitoring any government / NHS advice on Covid secure working and has steps in place to ensure the health and safety of staff, members and customers.
- Completed refurbishment of suites in buildings 4 & 6 at Croxley Business Park – vacant industrial stocks now limited as everything else under offer which marks a positive position from this time last year.
- Following a successful business continuity planning process, the council has been able to retain delivery of the vast majority of services permitted by government guidance during the second and third national Covid-19 lockdowns.
- Outturn report completed and understatement of c.£0.2m compared to last budget.
- The council's Business Intelligence platform has been implemented and the first services, including HR and the EPMO, are using the system. A further app to monitor all WBC projects and programmes, and record progress against the Council Plan, has now been launched and work is underway to create information dashboards for services across the council.
- Successfully connected our Business Intelligence platform to a Customer Service Centre data source to enable real time reporting.

## Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	3
	On track	14
	Planning underway	0
	Delayed / Unknown	0
	Delivery reprofiled as a result of external influences	1
<b>Total</b>		<b>18</b>

COMMITMENT		Project	Key Milestones	'RAG' Rating	Update
Make sure our council is a caring and collaborative organisation that puts what matters to people at the heart of everything we do					
<b>1. Provide an excellent customer experience</b>	We will deliver a new Customer Experience Strategy covering the next 5 years to ensure that we provide an excellent end-to-end customer experience across all our services.	Customer Experience Strategy	<ul style="list-style-type: none"> <li>✓ September '20- Research and analyse data sources</li> <li>✓ November '20 – Strategy development</li> <li>✓ November '20- Present draft strategy to Strategic Board</li> <li>• October '21 - Engage Leadership Board &amp; Portfolio Holders</li> <li>• October '21 – Strategy approved by Leadership Board</li> <li>• Nov '21 – Strategy approved by Cabinet</li> </ul>	Delivery Reprofiled	The Customer Experience Strategy will be supported by engagement with members, residents, businesses and officers as it is a critical part of ensuring that our customers remain firmly at the heart of what we do. The draft strategy is complete and an initial discussion held at the council's Strategic Group. Subsequent research and analysis of data services has been delayed to take account of the impact of the pandemic on future customer behaviour but the strategy will

					now be taken forward for internal and external consultation prior to approval by cabinet. External consultation will be a qualitative piece of engagement with a focus on specific customer groups, those who have more specific needs such as those who are 60+ or have disabilities.
<b>2. Ensure a continual focus on customer needs</b>	We know our customer needs constantly change, so we will continually review the services we are providing to our residents and businesses, ensuring we make the most of new technology without overlooking those who require a personal service	Customer Experience Strategy	Milestones subject to Customer Experience Strategy (above)	On track	This activity forms an integral part of most Service Plans and remains an ongoing action across the council. The development of the Customer Experience Strategy will drive forward this commitment and outline some focused activity to deliver this commitment. The past 16 months have been a great example of how the council constantly adapts to ensure that we continue to meet the needs of our customers.
<b>3. Address digital isolation</b>	We will work with our partners, volunteers and community groups to support residents who do not have access to technology or do not currently have the skills to use IT so that they have the same opportunities as others in our town.	Watford Helps (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ January '21 – Develop job descriptions for 'Digital Navigators'</li> <li>✓ May '21 – Develop eligibility criteria for devices</li> <li>✓ May'21 - Develop process for accessing, cleaning and distributing IT kit and Herts wide digital support map / database</li> </ul>	On track	The approach to this project has been changed and is being delivered through a county wide, cross organisational 2 year programme involving Hertfordshire County Council, the NHS Trusts, Voluntary Sector organisations including the CVS's and relevant charities as well as

			✓ September '21 – Deploy approved approach		district and borough councils (WBC is the lead council for LAs across the county). Support is now available for Watford residents who are digitally excluded either through lack of access to technology or digital skills and the project is gradually increasing both the number of devices available and volunteers who can provide training throughout the remainder of the year to ensure that as many residents as possible who need support are able to access the scheme.
<b>COMMITMENT</b> Deliver high quality sustainable services		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Deliver a new Waste and Recycling offering for Watford</b>	We will deliver the new waste and recycling service to cut waste, increase recycling and ensure the sustainability of our service.	Waste and Recycling Service Review	✓ 1 September '20 – New service launched	Complete	The new waste and recycling service launched on 1 September 2020. This included a new chargeable green waste service which just under 14,000 households have signed up to (85% via our online form). The town has seen increased levels of recycling following the service change.
<b>2. Embed a continuous</b>	We know that our customers value great and easy access to excellent services. We	Continuous Improvement	✓ September '20 – Begin to gather insight	On track	The need for continuous improvement and providing the



<p><b>improvement approach across all of our services.</b></p>	<p>will develop a new approach to ensure that we learn from leading practice and our changing customer needs and challenge ourselves to continually improve to deliver excellent, high quality services to our residents and businesses.</p>		<ul style="list-style-type: none"> <li>✓ September '20 - Develop and deploy ongoing improvements</li> <li>✓ February '21 - Develop methodology</li> <li>✓ April '21 - Develop Business Intelligence dashboard</li> <li>✓ April '21 - Develop prioritised improvement timeline</li> <li>• Sep 2020 - Feb 2022 - Develop and deploy ongoing improvements</li> </ul>		<p>very best service to our customers is already an integral part of the work that all services undertake. The continuous improvement process model for customer facing services is now established through regular service meetings to review the provision of services across all access channels. All feedback, volumetrics and other data is reviewed at these meetings with improvement actions agreed and prioritised and progress against the improvements identified monitored. This methodology will be reviewed in February to ensure it remains fit for purpose in view of the growing number of process available through both our online and telephone channels.</p>
<p><b>3. Manage our organisational renewal post Covid-19</b></p>	<p>We will support the council to bounce back from Covid-19, addressing any backlogs and learning from ways of working during the emergency to ensure that we make the most of new opportunities to meet our resident and customer expectations.</p>	<p>Remobilisation (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> <li>✓ 6 July '20– Road to Renewal Plan approved by Cabinet</li> </ul>	<p>On track</p>	<p>All additional milestones captured with our Road to Renewal plan. The council's first Road to Renewal plan was approved by Cabinet in July 2020 and progress has been tracked through regular updates to Cabinet alongside the whole of the strategic framework. It should be noted that a refresh of the Road to Renewal plan is</p>

					currently underway to align with the challenges which have arisen following a year of the pandemic, which will include the impact on the organisation itself.
<b>COMMITMENT</b> Empower leaders at all levels in our council to inspire our organisation and our communities.		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Introduce a new Organisational Development approach</b>	We want to make sure that we develop, motivate and inspire our staff whilst ensuring that they feel supported and empowered to do their best for our residents and businesses. To do this, we will develop a new approach to Organisational Development which will recognise the strengths and commitment of our staff whilst helping them to work as one team in the best interests of our town, residents and businesses. We will ensure that our approach protects their health and wellbeing and that it provides opportunities for genuine two-way engagement.	Organisational Development Strategy	✓ 6 July – Organisational Development Strategy approved by Cabinet	On track	All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.
<b>2. Improve our internal decision making so that it is agile and effective</b>	Learning from the experience of Covid-19, we will ensure our internal governance structures allow us to make well-considered, transparent decisions as quickly as possible to support our ambition to react	Organisational Renewal (Road to Renewal Plan)	✓ 30 July '20 – Internal engagement relating to governance processes complete ✓ 1 September '20 - New internal governance structure in place	Complete	New internal governance approach in place from September 2020 to ensure robust but agile decision making and a clear and renewed focus.

	efficiently to deliver our commitments to our residents and community.		and corporate communications circulated		
<b>3. Improve succession planning and talent management and recruitment</b>	We will ensure that we open up opportunities for staff to build their skills, experience and knowledge so that working for our town can be a fulfilling and professional career. Where we do need to recruit, we will ensure we recruit the very best candidates from those that apply and represents the diverse backgrounds of our residents.	Organisational Development Strategy	✓ 6 July '20 – Organisational Development Strategy approved by Cabinet	On track	All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.
<b>COMMITMENT</b> Focus our budget so we can deliver on our commitments and secure investment to work for Watford		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Ensure our investment portfolio delivers maximum value to the council</b>	We will ensure that we are actively managing our investment portfolio, including exploring new opportunities to protect our income levels, manage risk and maximise value over the longer term, so that we can continue to provide high quality services to our residents and businesses.	Investment Portfolio (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 23 July '20 - Compare latest quarter rent/investment collections with pre-Covid quarters</li> <li>✓ 10 August '20 – outstanding market rent letters sent</li> <li>✓ 15 August '20 - Intu rent receipt not received</li> <li>✓ 7 September '20 – Regus rent extension agreed at PIB</li> <li>✓ 20 October '20 - LSH quarterly update report to Commercial Income and Investment Board</li> <li>✓ 1 November '20 – Additional occupation of CBP premises</li> </ul>	On track	<p>Further refurbishments have completed at Croxley Business Park and monitoring of quarterly rent receipts and comparison with previous quarters remains ongoing. The June RPI has been confirmed, enabling the annual review of head lease.</p> <p>Watford Centre Ltd has agreed and completed a surrender premium with John Lewis at Atria, and WBC has now received the majority of this premium,</p>

		<ul style="list-style-type: none"> <li>✓ 30 November '20 – Ongoing monitoring of intu rent income</li> <li>✓ 02 December '20 - Cabinet approval for the refurbishment of the Croxley Business park units</li> <li>✓ 16 December '20 – CIIB approved Croxley Business park refurb</li> <li>✓ 8 February '21– Cabinet approval for the letting of Building 1 at Croxley Business Park</li> <li>✓ 1 March '21 – Cabinet approval to the Croxley BP Business Plan for 2021/22</li> <li>✓ March '21 Completion of procurement for external legal support at Croxley Business Park</li> <li>✓ June '21 – Review of Croxley Business Park income model</li> <li>✓ July '21 – Premium from John Lewis site received</li> <li>✓ August '21 – Refurbishments of buildings 4 &amp; 6 completed</li> <li>• September '21 – Receipt of balance of John Lewis premium</li> <li>• October '21 – Final sale of Gade car park expected</li> <li>• October '21 – Decision expected from interested party on 935 High St proposal</li> </ul>		<p>with the balance expected in September.</p> <p>Atria seeing encouraging volumes from leisure and event businesses since lockdown ended on 19 July, in line with expected change in consumer behaviours post-Covid.</p>
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			<ul style="list-style-type: none"> <li>November '21 – Atria pay-over due</li> </ul>		
<b>2. Assess the feasibility of Growth Fund</b>	We will assess the feasibility of using our financial strength to support economic growth and an investment return through investing in start-up and growth opportunities.	Revive (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>Q4 2020 – Q4 2021 - Working with investment advisors to undertake a programme of work</li> </ul>	On track	This work will form part of the commercial pipeline overseen by the Executive Head of Commercial Finance and Innovation. The council continues to investigate the feasibility of an Innovation and Incubation Hub in the town as part of the Town Hall Quarter programme, which will help to support start-ups.
<b>3. Deliver the council's financial recovery</b>	We will reset our finances in the light of the pressures created by COVID-19 and based on insight about possible future pressures which will allow us to fund priorities to help Watford recover.	Financial Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 14 July '20- Budget reset discussions at Council</li> <li>✓ 10 September '20 - Budget strategy review at Portfolio Holders and Heads of Service</li> <li>✓ 23 September '20- Review base budget adjustments</li> <li>✓ 12 October '20– Growth bids and savings proposals for 2021/22 due from services</li> <li>✓ November '20 - Assessment of growth bids and savings proposal underway in preparation for the budget setting cycle.</li> <li>✓ 14 December '20– PH's discussed budgets</li> <li>✓ January '21 – Financial Scrutiny Committee to review budgets (BAU)</li> </ul>	Initial activity completed but work ongoing	<p>Ongoing management of budgets and planning for impact of Covid on future financial years. However, this will need to continue as the town emerges from future lockdowns or tiered restrictions.</p> <p>MTFS to be considered by Council in January 2022.</p>

<p><b>4. Manage the council finances</b></p>	<p>We will ensure that our budgets align with our priorities and that budget management is robust, forward-looking and supports the best possible service outcomes for the money we have available.</p>	<p>Financial Resilience (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> <li>✓ 14 July '20 - Budget reset discussions at Council</li> <li>✓ 10 September '20 - Budget strategy review at Portfolio Holders and Heads of Service</li> <li>✓ 23 September '20 - Review base budget adjustments</li> <li>✓ 12 October '20 – Growth bids and savings proposals for 2021/22 due from services</li> <li>✓ November '20 - assessment of growth bids and savings proposals in preparation for the budget setting cycle.</li> <li>✓ January '21 – 2021/22 budget setting process completed</li> </ul>	<p>On track</p>	<p>Ongoing management of budgets and planning for impact of Covid on future financial years. This will continue as the incident develops and the final impact of Covid-19 remains uncertain at the current time.</p> <p>MTFS to be considered by Council in January 2022.</p>
<p><b>COMMITMENT</b> Welcome innovation, technology and new ways of working to continuously improve</p>		<p><b>Project</b></p>	<p><b>Key Milestones</b></p>	<p><b>'RAG' Rating</b></p>	<p><b>Update</b></p>
<p><b>1. Ensure that our use of digital technology matches our ambition to deliver the best possible service to our residents</b></p>	<p>We will deliver a new ICT strategy for the next five year period to ensure that we are making the most of new ICT and digital opportunities.</p>	<p>ICT Strategy</p>	<ul style="list-style-type: none"> <li>• Q3/Q4 2021/22 – Development of strategy underway for approval at Cabinet</li> </ul> <p>All future milestones will be dependent on the Strategy but implementation is anticipated from early 2022 onwards. However, in effect delivery of the strategy has already commenced with the building of the Office 365 tenancy. This was expedited to support some</p>	<p>On track</p>	<p>The development of the council's ICT strategy (2022 to 2027) is underway with delivery of the document expected in early 2022 This will build upon the huge progress made over the period of the last strategy which saw the completion of the core infrastructure programme, the roll out of laptops for all staff and the introduction of the highly successful unified</p>

			<p>Covid related work, including the deployment of Microsoft Teams to a small group of individuals and to further support a likely requirement for Community Protection staff to access a Covid related system within the HCC cloud based data centres.</p>		<p>communications platform which has allowed all staff to continue working throughout Covid-19 with minimal impact on services.</p>
<p><b>2. Deliver our Business Intelligence Strategy</b></p>	<p>We will improve how the council uses data and information to support well-informed decisions, improve performance and provide a better customer experience. We will use this information to monitor the delivery of our services for customers and to take action if something needs improving.</p>	<p>Business Intelligence</p>	<ul style="list-style-type: none"> <li>✓ October '20 - Draft strategy ready for organisational review and socialisation October 2020</li> <li>✓ February '21 – Strategy approved by Leadership Board. To be reviewed by Cabinet alongside the Customer Experience Strategy</li> <li>• Future milestones are due to be agreed through discussions with services</li> </ul>	<p>On track</p>	<p>The first draft of Business Intelligence Strategy has been prepared. The council's Business Intelligence platform has been implemented and the first services are using the system. The App to monitor all WBC projects and programmes, and record progress against the Council Plan, has now been completed and work continues to develop a Customer Experience dashboard, covering a wide range of areas including complaints and customer contact, with completion expected in September 2021. We are currently developing a new reporting methodology using the business intelligence platform to partially automate the production of KPI reports, and increase the scope for better analysis of performance, and more engaging ways to present KPI data to stakeholders.</p>

<p><b>3. Ensure that the council's future office accommodation is fit for purpose</b></p>	<p>Learning the lessons from Covid-19 and listening to our staff, we will develop plans to ensure the council has a modern, fit for purpose, sustainable and good value for money offices to work from.</p>	<p>Organisational Development Strategy (Also linked to High Street North / Cultural Hub works)</p>	<p>✓ 6 July '20 – Organisational Development Strategy approved by Cabinet</p>	<p>On track</p>	<p>All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update. It should be noted that this activity is being delivered through the Town Hall Quarter programme which was initiated in January 2021. Engagement is underway with all staff as part of our Reimagining Watford project but the ambition is to create a workspace which is fit for the future, supports collaborative working and allows our staff to provide the very best service to our residents and businesses</p>
<p><b>4. Enhance agile ways of working for our staff</b></p>	<p>We will ensure that our staff are able to provide high quality and efficient services to customers when they want them by opening up opportunities for staff to work remotely or in an agile way, helping the council to become an employer of choice.</p>	<p>Agile Working</p>	<ul style="list-style-type: none"> <li>• September '21 – Team office clearing and decluttering</li> <li>• September / October '21 – Agile Charters and Reconnecting Bubbles</li> <li>• October '21 – Piloting agile working</li> <li>• Mid 2022 – Move to new agile space</li> </ul>	<p>On track</p>	<p>Our Reimagining Watford project, as a key strand within the Town Hall Quarter programme, looks to ensure that we maximise upon the benefits of more agile working whilst recognising the need for an ongoing collaborative space for staff. As staff return to the office, we have been engaging with our Staff Ambassadors Group and using the results of our staff surveys to understand the space whilst would allow our staff to deliver the best service to residents and businesses. Work to return to the</p>



					office is now underway with some decluttering of the existing work spaces commenced so that it is more aligned to agile working.
<b>5. Embed resilience across the organisation</b>	We will ensure that our staff are planning ahead and have the necessary information, understanding and agility to manage any future disruption to services and learn from this.	Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 6 July '20 - Report to SLT on lessons learnt from first wave response</li> <li>✓ 31 July '20 – Updated business continuity plans template agreed and instructions for review and second lockdown scenario planning circulated</li> <li>✓ 31 August '20 – All Business Continuity Plans updated</li> <li>✓ 14 September '20 - Report to LB on second wave preparations</li> <li>✓ 21 September '20 - Report to PHs on second wave preparations</li> <li>✓ May '21 – Review of function completed and reviewed at Leadership Board</li> <li>• From June '21 – Delivery of recommendation of review</li> </ul>	On track	Business continuity plans across the council have been updated to reflect the lessons learnt from the first wave of Covid-19. Plans for second wave preparedness were finalised and put into action effectively. This includes the impact on services and a clear and auditable process for amending services based on resource requirements or government guidance. A review of the corporate resilience approach has been completed and was discussed at the council's Leadership Board in May 2021. Planning underway to implement proposed changes in relation to emergency planning

## **THEME 2: A thriving, diverse and creative town**

### **Key achievements over this period**

- Town Hall Quarter programme developed into a comprehensive single programme to regenerate the area at the north end of the High Street, ensure a sustainable future for the Town Hall and Colosseum, develop a refreshed heritage and museum service and adopt new ways of working for the council. Significant progress made to date on potential designs and the development of associated business cases
- £3.7m awarded to the council to assist in the decarbonisation of the Town Hall and Colosseum, contributing to the council's target of achieving a greener organisation. Initial discovery work has now commenced on-site with completion expected by March 2022.
- The sale of all remaining plots at Woodlands within the Riverwell development have now completed. Construction of the Multi-Storey Car Park has commenced on site and good progress has been made to date, with practical completion expected in January 2022. Jarvis have been appointed as main contractor on Family Housing with Phase 1 set for 1st section completion in August 2023.
- Covid lockdown restrictions ended on 19 July with large volumes returning to the high street and the night-time economy in particular. July footfall data was comparable with July 2019. Our 'Summer of Fun' programme of events was held to encourage the public back to a safe town centre.
- Market successfully refurbished within budget and new 'Market Lates' event launched 3 September to bring food, music and entertainment and promote the market as a place to shop, eat, drink and be entertained.
- £0.98m paid directly to business by way of Additional Restrictions Grants by end July 2021. An additional 'top-up' of c.£0.85m funding successfully applied for enabling a further menu of grants to support local businesses, charities and young entrepreneurs across Watford.
- Watford Business Growth Grant launched with £0.5m fund to advise and support businesses with 5-10 employees – eligibility criteria being reviewed to enable more businesses to claim.
- Charitable Support Grant launched 16 August to support local charities.
- Agreement reached with the University of Hertfordshire to create and manage a Young Entrepreneurs programme to support 18-30 year olds considering setting up/already set up a business – this will be across all sectors with particular emphasis on the creative and green/sustainability sectors.
- Agreement reached with Watford Palace Theatre to manage grants as part of our Cultural Strategy delivery programme to support arts and culture.
- Expression of Interest published for tenders to manage a Low Carbon Business grant scheme encouraging businesses to lower their carbon output and associated costs.
- Economic Growth Strategy finalised and agreed by Cabinet June 2021. This vision and strategy for economic development for Watford (that embraces economic growth, environmental sustainability, social equity and inclusive growth) will be formally launched in October alongside a new 'branding and narrative for Watford' to promote the town effectively. Detailed plan created to deliver associated programme of work.

- Successful 'Welcome Back Fund' application enabling the Council to recoup some funding already spent on reopening the town safely.
- Full support provided to Chamber of Commerce-led KickStart programme to help young people at risk of long term unemployment get into the job market by providing government funding for employers to create six-month job placements. A number of placements created at the Council.

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	5
	On track	12
	Planning underway	3
	Delayed / Unknown	2
	Delivery reprofiled as a result of external influences	0
<b>Total</b>		<b>22</b>

Page 35

COMMITMENT	Project	Key Milestones	'RAG' Rating	Update
Promote Watford as an enterprising town where businesses can invest, grow and succeed				
<b>1. Drive the economic recovery of Watford</b> We will develop our Watford Survive, Revive and Thrive Recovery Plan to support the economic engine of our town as it survives COVID-19, revives and once again thrives. The Plan brings together a number of work streams to support our town through the immediate challenges that have arisen during lockdown and will help us all plan for the	Revive (Road to Renewal Plan)	✓ 17 July '20 – Develop tender brief ✓ 27 July '20 – Tender documents finalised ✓ 21 August '20 – Tender closes ✓ 10 September '20 – Supplier interviews ✓ 15 September '20 – Supplier confirmed ✓ 2 October '20 – Strategy development initiation ✓ 8 October '20 - Initial stakeholder engagement event ✓ 12 October '20 – Design survey and questions	Initial activities complete but work remains ongoing	Strategy finalised and agreed by Cabinet.  Final public document to be launched alongside new brand narrative in Autumn 2021.  Detailed Economic Delivery Plan to be managed by our enhanced Economic Development team and

	future in a very uncertain landscape to ensure Watford remains a vibrant economic hub in south west Hertfordshire.		<ul style="list-style-type: none"> <li>✓ 19 October '20 – Deliver survey and survey live period</li> <li>✓ 02 November '20 – Review survey results</li> <li>✓ 06 November '20 – Commence 1:1 stakeholder meetings</li> <li>✓ 27 November '20 – Definition of strategic priorities</li> <li>✓ 23 December '20 – First draft of strategy</li> <li>✓ 21 January '21 – Second draft of strategy</li> <li>✓ 09 February '21 – Review by Mayor/Cllrs</li> <li>✓ 11 February '21 – Review by One Watford for Business</li> <li>✓ 18 February '21 – Review by Strategy Group</li> <li>✓ 15 March '21– Final strategy received</li> <li>✓ 18 March '21 – Final review by WBC Steering Committee</li> <li>✓ 27 April '21 – Leadership Board update</li> <li>✓ 30 April '21 – Publishable docs and detailed working Action Plan complete</li> <li>✓ 07 June '21 – Review and sign-off by Cabinet</li> <li>✓ August '21 - Detailed plan and work programme created</li> <li>• Autumn '21 – Public-facing strategy published</li> </ul>		created to manage work coming out of the Growth Strategy which will inform the refreshed Road to Renewal plan.
<b>2. Re-mobilise our Town Centre and local economy and support its recovery</b>	We will continue our close working with Watford BID, intu, our businesses and other partners to position Watford town centre as the town centre of choice for our local people as well as the wider	Reopening the Town Centre (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 10 July '20– Approach to high street stewards agreed</li> <li>✓ 15 July '20 – Shop local campaign introduced</li> <li>✓ 22 July '20– Changes to pavement licensing</li> <li>✓ 15 September '20 – Enhanced track and trace roll out</li> </ul>	Initial activities complete but work remains ongoing	Local support to businesses, including in relation to public health, has continued.  Revised governance structure introduced 13 January 2021 when Town

	<p>region, making it safe, welcoming and somewhere people know they can visit to socialise, dine-out, shop and enjoy.</p>		<ul style="list-style-type: none"> <li>✓ 12 October '20 – Officer meeting re long-term strategy for High Street traffic control</li> <li>✓ 12 October '20 – Traffic Marshals agreed to be in place until January 2021</li> <li>✓ 23 October '20 – Long-term strategy for High Street traffic control considered at RCB</li> <li>✓ October '20 – Winter planters in place to aid social distancing</li> <li>✓ 11 November '20 – Social distanced Remembrance Day</li> <li>✓ 13 November '20– Christmas light switch-on</li> <li>✓ 02 December '20 – Town centre re-opened after November lockdown – transition to 'tier' system</li> <li>✓ 02 December '20 – Covid Marshals introduced</li> <li>✓ 05 December '20 – Spectators return to Watford FC</li> <li>✓ December '20 – Comprehensive comms programme to reinforce tier messaging</li> <li>✓ 06 January '21 – Review of festive period in Town Centre</li> <li>✓ 13 January '21 – New Town Centre Operations Group structure took over</li> <li>✓ 22 February '21 – Gov't roadmap published</li> <li>✓ 08 March '21 – Gov't roadmap – schools return</li> <li>✓ March '21 – Market revamp programme commenced ahead of 13 April reopening</li> <li>✓ 29 March '21 – Gov't Roadmap – outdoor sport and leisure facilities open</li> </ul>		<p>Centre Operations Group took over responsibility to provide a real focus for the council to support the Town Centre through tactical interventions and projects. The Town Centre Strategic Forum has been established to provide the strategic direction for the town centre.</p> <p>Programme of projects now tracked at Operations Group to support businesses and encourage the public back into the town in line with the published Government Roadmap.</p> <p>Public health advice and support for businesses across the Town, but particularly in the Town Centre, has been ongoing throughout.</p> <p>In the last quarter, the Town Centre Operations Group refocussed to concentrate on tracking metrics and community objectives e.g. anti-social behaviours, begging etc to ensure we</p>
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			<ul style="list-style-type: none"> <li>✓ 12 April '21 – Government Roadmap – outdoor hospitality, non-essential retail, gyms &amp; swims, close contact services open</li> <li>✓ From 17 April '21 – Street entertainers every Saturday</li> <li>✓ 17 May '21 – Government roadmap – indoor entertainment and indoor sport open, pilot public events</li> <li>✓ End May '21 – Summer planters installed</li> <li>✓ 19 July '21 – Government roadmap final step – nightclubs and large events open, no legal limits on social contact</li> <li>✓ 20 – 26 July '21 - BID Food &amp; Drink week</li> <li>✓ BID appointed new Christmas Lights provider</li> <li>✓ July/August '21- Summer programme of events e.g. 'Big Beach'</li> <li>✓ 03 September '21 – first 'Market Lates' event</li> <li>• Mid-November '21 – Christmas lights</li> </ul>		<p>attract the public back to the town centre.</p> <p>Final Covid legal restrictions came to an end 19 July 2021 and a Summer programme of events was held to welcome people back to our town centre and support our local businesses.</p>
<p><b>3. Invigorate our small and medium businesses across the town</b></p>	<p>We will speak regularly to our smaller and medium sized businesses and local business owners across the town. We will understand their strengths and concerns and, based on this, will produce a package of practical help, support and advice to enable them to bounce back and thrive following the impact of COVID-19 and to support them through exit from the EU.</p>	<p>Survive (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> <li>✓ June '20 - Business Information Hub launched and communications circulated</li> <li>✓ August '20 – Review of existing forums</li> <li>✓ August '20 – Business forums recommendations approved by Informal Cabinet, including merging virtual Covid-19 group with SME business Connect</li> <li>✓ September '20 – Wenta support programme proposal approved by Renewal Coordination Board</li> <li>✓ October '20 – Final virtual Covid-19 Forum</li> <li>✓ October '20 – Wenta business support programme to launch</li> </ul>	<p>Initial activities complete but work remains ongoing</p>	<p>Business partnerships and forums review complete and all recommendations implemented to ensure that the council is best placed to support the many successful smaller businesses and business owners across the town. All first forums have been held with regular meetings scheduled. The council has continued to work hard to support local</p>

			<ul style="list-style-type: none"> <li>✓ November '20 – Relaunch of SME Business Connect</li> <li>✓ November '20 – Relaunch Developers' Forum</li> <li>✓ January '21 – BID Ballot opens</li> <li>✓ February '21 – Inaugural One Watford for Business</li> <li>✓ April '21 – Next 'One Watford for Business' forum held</li> <li>✓ July – direct Additional Restrictions Grants paid to businesses</li> <li>✓ July – Watford Business Growth Grant launched</li> <li>✓ August – Charitable Support Grant launched</li> </ul>		<p>businesses through a range of available grants.</p>
<p><b>4. Attract and retain big business in Watford</b></p>	<p>Recognising the importance of big businesses to local employment in the town, we will introduce new ways to engage with the town's larger businesses and major employers to give them a strong voice in Watford's economic future and to support their business plans for growth. This will include moving to a key account model for our top 50 firms, providing them with a direct link to the council.</p>	<p>Thrive (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> <li>✓ July '20 – Key businesses identified</li> <li>✓ August '20 – Business CRM tender underway</li> <li>✓ August '20 – Review of existing forums</li> <li>✓ August '20 – Business forums recommendations approved by Informal Cabinet</li> <li>✓ August '20 – Key Accounts Programme approach approved</li> <li>✓ September '20 - Leadership Team account managers assigned to businesses</li> <li>✓ September '20 – CRM supplier appointed</li> <li>✓ October '20 – existing contacts added to CRM</li> <li>✓ October '20 – CRM contract</li> <li>✓ October '20 – Introduction emails to initial 20 businesses</li> </ul>	<p>Initial activities complete but work remains ongoing</p>	<p>Key accounts scheme launched and meetings underway. All businesses involved will have regular interactions with senior council officers, with contact recorded on the business CRM system.</p> <p>Business partnerships and forums review complete and all recommendations were implemented to ensure that the town attracts and retains major employers for Watford residents.</p>

			<ul style="list-style-type: none"> <li>✓ November '20 – CRM live</li> <li>✓ December '20 – Key Accounts Programme launched</li> <li>✓ December '20 – Business partnerships and forums review complete and all recommendations implemented</li> <li>✓ April '21 – Next 'One Watford for Business' forum held</li> <li>✓ August '21 – Business Rates data uploaded to CRM</li> </ul>		
<b>5. Maximise opportunities for Watford</b>	<p>We will work closely with local partners, including the Hertfordshire Growth Board to maximise opportunities for Watford within the County and wider sub-region. This will include joint working on schemes to benefit the whole town, such as improving the town's travel options, public spaces and schools. Our aim is to make Watford the obvious option for public investment in infrastructure to encourage economic prosperity to improve the lives of our residents and opportunities for our businesses, which will support the wider communities in Hertfordshire.</p>	N/A	<ul style="list-style-type: none"> <li>✓ Q1 and Q2 2020/21 - Spatial Options development</li> <li>✓ Q3 2021/22- Statement of Common Ground and Statement of Community Involvement across authorities to be agreed</li> <li>✓ Q3 2021/22 - Complete development of a Vision for the Joint Strategic Partnership.</li> <li>• Q4 2021/22 - Consultation on the Vision</li> </ul>	On track	<p>Continuing to contribute to the development of a strategic approach to growth in SW Hertfordshire including Watford, Dacorum, Hertsmere, Three Rivers and St Albans through ongoing work with the East/West Southern Growth Corridor Programme, the Hertfordshire Growth Board and the LEP.</p>



<b>COMMITMENT</b> Create thriving and affordable neighbourhoods and the right environment for business to flourish		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Progress our plans for the High Street North and Cultural Hub</b>	We will take forward plans to revitalise the 'High Street north' area to create a vibrant and attractive neighbourhood for all our residents to enjoy, as well as establishing a new area in the town for culture to flourish.	High Street North	<ul style="list-style-type: none"> <li>✓ Q2 2020 - North High Street Regeneration Study</li> <li>✓ Q3 – Q4 2020 – Identified programme of developments and strategy with the aim of identifying delivery partner/s to take scheme forward and quick wins</li> <li>✓ Q3 2020 – Approval and sign off by Cabinet</li> <li>✓ Q3 – Q4 2020 - Commencement of procurement of development partner(s) to help deliver initial development opportunities together with entering into MoUs with partners for future phases of development</li> <li>• Q3 –Q4 2020 – Detailed feasibility and discussions with stakeholders with the intention of bringing a programme business case to Cabinet in June 2022 as part of the next key gateway</li> </ul>	On track	Plans developed into the Town Hall Quarter programme, which include the regeneration of the Town Hall area / High Street North as well as improvement works to the Town Hall, Colosseum and a review of the council's internal culture and ways of working. Approval for the first stage of the programme was provided by Cabinet on 18 January 2021. Work is now underway to reach the second programme gateway to provide additional assurance in relation to feasibility and value following procurement of a Joint Venture partner, the process of which is now underway. This progress of the programme is being monitored by a Member Steering Group.
<b>2. Develop Watford Business Park</b>	We will develop Watford Business Park to create new, high quality business space	Watford Business	<ul style="list-style-type: none"> <li>✓ Q3 2020 - Submit detailed planning application/commence intrusive surveys/demolition.</li> </ul>	Planning Underway	Demolition works were completed in Q1 21/22 and remediation contract awards

	and employment opportunities for local people.	Park (Zone A)	<ul style="list-style-type: none"> <li>✓ August 2021 - Contractor appointed</li> <li>• Q1 2021/22 –Secure Cabinet approval to appoint</li> <li>• Q3 2021/22 – Main contractor appointed</li> <li>• Q4 2021/22 – Construction and preletting campaign on Gateway Zone</li> <li>• Q4 2020/21 – Q4 2021/22 – Identify further regen/commercial activities and present outline business cases to the council’s Strategic Group and member-led commercial board, once developed</li> </ul>		and works will commence in Q3 21/22 and complete in time for the main works contract, which is currently undergoing further validation, to commence in Q4 21/22.
<b>2. Create new neighbourhoods at Riverwell</b>	We will continue to develop the new and vibrant neighbourhood at Riverwell with a high quality mix of new homes, jobs, open spaces and community facilities, including a new car park for Watford General Hospital. The work at Riverwell will support the opportunity for West Hertfordshire Hospitals NHS Trust to deliver its ambition for our local hospital.	Riverwell	<ul style="list-style-type: none"> <li>✓ Q3 2020 – Planning obtained for the Multi-Storey Car Park (MSCP) and Family Housing and tenders issued. Development of legal agreements</li> <li>✓ Q3-4 2020 – Agree marketing strategy &amp; potential turnkey development proposals for industrial zone north and progress to preparing detailed planning application</li> <li>✓ Q3-4 2020 – To complete enabling works including utility diversions on site</li> <li>✓ Q1 2021/22 – Let contract and start on site for Phase 1 of Family Housing</li> <li>• Q1/4 2020 – To continue to develop plans for remaining development zones and their integration into the hospital refurbishment/redevelopment plans</li> <li>✓ Q3 2020 – To have achieved the sale of all remaining residential units at Woodlands and initiate sale of ground lease. Advise Elections team accordingly.</li> <li>✓ Q4 2020 – To have commenced works on site on MSCP</li> </ul>	On track	<p>The new Multi-Storey Car Park onsite is under construction with practical completion expected January 2022. Jarvis has been appointed as main contractor on Family Housing with Phase 1 set for 1st section completion in August 2023.</p> <p>Completion achieved of last remaining residential unit at Woodside and sale of ground lease expected to complete shortly.</p> <p>Ongoing dialogue with WHHT on hospital redevelopment proposals following receipt of outline planning consent.</p>

			<ul style="list-style-type: none"> <li>✓ Q3/4 2020 – Ongoing monitoring of site development through liaison with Bellway Homes and Mayfield</li> <li>• Q3-4 2020 – Liaise with HCC on legal agreements and delivery of school and ensure timetable accords with longstop</li> </ul>		
<b>3. Make the best use of our small sites</b>	We will renew sites owned by the council through the creation of new facilities for our community and new homes for local people to ensure that we are doing all we can with the land we own to provide what residents want and need.	Surplus Sites	<ul style="list-style-type: none"> <li>✓ January '21 - Approval of Programme Definition Document intended to relaunch programme and ensure programme approach to surplus sites.</li> <li>✓ March '21 - Review of sites (internally) to create prioritisation list</li> <li>• November '21 – First set of Strategic Outline Cases to be approved</li> </ul> <p>All further milestones will be subject to the approval of the above business cases</p>	On track	A number of council sites being reviewed to ensure that they work for our community. Additional resource has been identified to assist with the business cases for delivering sites.
<b>COMMITMENT</b> Ensure the right mix of facilities, services and transport links as part of new developments to create successful, well-designed new communities		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Achieve the right long-term balance of development, services and transport links for our town</b>	We will produce and deliver a comprehensive new Local Plan for Watford which will shape how the town will develop sustainably over the next 30 years and make sure that key development sites are underpinned with creative and	Local Plan Review	<ul style="list-style-type: none"> <li>✓ November '20 – Draft Local Plan to Cabinet</li> <li>✓ January '21 – Consultation underway</li> <li>✓ March '21 – Regulation 19 consultation completed</li> <li>✓ Aug '21 – Submission to Planning Inspectorate</li> <li>• January / February '22 – Local Plan examination</li> </ul>	On track	Consultation has now concluded and Local Plan submitted to Planning Inspectorate. Examination by the Inspector is scheduled for across a three week period in January / February 2022 and will

	well-considered masterplans. We will work with other Hertfordshire Councils on long term spatial plans for Hertfordshire.				ensure that the town is developed in a sustainable way over the next 30 years.
<b>2. Champion high quality design in Watford</b>	Through the creation of a Design Panel, use of our 3D model and developing planning guidance, we will expand how the council's planning function ensures that proposed development proposal designs are of a high quality.	Place Shaping Panel / Watford 3D Urban Model	<ul style="list-style-type: none"> <li>✓ Q1 2020 - Finalise 3D model</li> <li>✓ Q1 2020 – Set up and induct the Place Shaping Design Panel</li> <li>Q2 2020 - Finalise platform for 3D model</li> <li>• Q3 2021 – Urban Design Officer starting</li> <li>• Q3 2021 - Go Live Watford Urban Design 3D model</li> <li>✓ Q2-Q4 2020– Hold regular panel meeting on a monthly basis</li> </ul>	Delivery reprofiled	Place Shaping Panel operational. 3D model finalised, but go live was delayed due to the impact of Covid-19 and lack of resources. However, a new Urban Design Officer has been recruited to review and resource the project and will be joining at in October 2021.
<b>3. Develop the Watford Junction Quarter</b>	Recognising the importance of the Watford Junction area for so many of our residents and businesses, we will bring landowners together so we can move forward with our plans to create a new Watford neighbourhood that successfully combines new homes, station facilities, jobs, public space, school provision and community facilities for both our existing and new residents.	Watford Junction Quarter	<ul style="list-style-type: none"> <li>✓ August '20 - Supplementary planning document for site adopted</li> <li>✓ Q2 2020 – Submit funding bid to Herts Growth Board for infrastructure interventions</li> <li>✓ Q1 2021 – Complete strategic transport review work</li> <li>✓ Q1 2021 – Procure consultants to help deliver collaborative funding and development strategy</li> <li>✓ Q2 2021 – Work with landowners to prepare collaborative funding and development strategy to commence</li> <li>• Q1 to Q4 2021 – Working with Network Rail to deliver improvements to Watford</li> </ul>	On track	The council continues to work closely with a range of stakeholders to support the development of the Watford Junction area. The council is progressing funding and development strategy work and been liaising with landowners to identify how to facilitate and unblock development. £40k funding has been secured from Homes England to support this work

			Junction station and design a publicly accessible pedestrian link across the rail lines		
<b>COMMITMENT</b> Make sure we have quality homes to meet the needs of residents, including housing that is affordable through ownership, private rental and social housing		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Deliver our Housing Strategy</b>	We will produce and deliver a forward looking Housing Strategy so that Watford continues to offer affordable and good quality homes in thriving and sustainable neighbourhoods.	Deliver Our Housing Strategy	<ul style="list-style-type: none"> <li>Q2 2022 – Complete writing draft document by end September 2022</li> <li>Q3 2022 - Consultation stakeholders, members by end December 2022</li> <li>Q4 2023 – Approval of final draft by Cabinet and Council by end June 2023</li> </ul>	Delivery reprofiled	Focus over the last period has been on the establishment of a Single Homelessness Pathway to support the council's ambition of achieving and maintaining zero rough sleepers and on the Afghan Resettlement scheme. The delivery of an updated Housing Strategy has subsequently been reprofiled but the existing strategy will be reviewed to ensure that it can continue to provide direction in the intervening period.
<b>2. Delivery of Private Sector Housing Renewal activity</b>	We will work to support the improvement of the standard of the town's privately owned homes, including ensuring regulatory compliance, particularly where this can		A number of initiatives identified to support private sector housing renewal over the period of the Delivery Plan. This will be an ongoing programme led by the council's Community Protection team and will ensure that the quality	On track	

	<p>help people's health and wellbeing.</p>	<p>External Wall Insulation</p>	<p>and standard of homes for local residents across the borough are improved.</p> <ul style="list-style-type: none"> <li>• August '21- Delivery of External Wall Insulation projects (and other insulation measures) on site</li> <li>• December '21 - External Wall Insulation project review and close</li> </ul>		<p>External wall insulation/home insulation - Project plans are developed for each scheme as funding becomes available. The current schemes are on track. Due to covid and late award of government funding the funds were not granted until March 2021. However a project extension has also been granted until March 2022. Two projects were awarded funding; one with Bucks council and one with TRDC and WCH. Both projects have begun</p> <p>Warmer Homes - As previously reported, the original scheme has been closed, although WBC were highest performing local authority in the County. New scheme is now in development for Winter 2021.</p> <p>Minimum energy efficiency standards - MEES - funding</p>
		<p>Warmer Homes</p>	<ul style="list-style-type: none"> <li>✓ November: Promotion materials and processes completed and scheme advertised. Scheme commences on site.</li> <li>• Scheme runs through winter and demand tails off May '21</li> <li>• New scheme now in development for Winter 2021</li> </ul>		

		<p>Minimum Energy Efficiency Standards BEIS</p> <p>HMOs</p>	<p>MEES Scheme set to carry over through new financial year to Mar '22 following extension of project by BEIS due to covid</p> <p>Proactively identify those HMOs that require licensing but are not licenced. Take action to ensure that the properties are safe and licenced.</p>		<p>from central government to pilot ways to improve energy efficiency within rental properties. Processes and surveys completed. Non-compliant rental properties without, or with low rated EPCs, will be targeted to achieve compliance using external wall insulation project areas.</p> <p>HMOs - Properties identified have been visited and follow up completed. Further investigative work underway to develop more intelligence and direct visits. Contractor has been engaged</p>
<p><b>3. Review our strategic partnerships</b></p>	<p>To ensure that we are making the most of our opportunities to deliver quality homes that meet the needs of local people, we will review our strategic housing partnerships and ensure that we all work together to provide quality homes for our residents.</p>	<p>Strategic Housing Partnerships</p>	<p>Continuous assessment of effective partnership arrangements and practices.</p>	<p>On track</p>	<p>The council works closely with a number of organisations to ensure that it provides quality homes for Watford residents and will continue to ensure that our partnership arrangements remain effective. Work has also now commenced on a single homelessness pathway for residents, working closely with partners to ensure a joined</p>

					up, comprehensive approach for customers.
<b>COMMITMENT</b> Build on our new, greener ways to travel in and around Watford and promote the transition to a low carbon economy.		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Position Watford as a Sustainable Travel Town</b>	We will consult with a range of stakeholders to develop a sustainable Transport Strategy. The Strategy will position Watford as a sustainable travel town that promotes greener ways to travel, reduces congestion, helps people to make healthy travel choices and stimulates economic growth.	Sustainable Transport Town	<ul style="list-style-type: none"> <li>✓ September '20 – Board, PID and task developed</li> <li>✓ November '20 - Develop detailed project plan milestones</li> <li>✓ November '20 - Public engagement on vision</li> <li>✓ May '21 - draft strategy presented to Portfolio Holders</li> <li>✓ Aug '21 – Strategy consultation underway</li> </ul> <p>Further milestones subject to final strategy</p>	On track	Consultation of the draft of the Sustainable Transport Strategy was launched in August 2021 and is due to close at the beginning of October at which point feedback will be reviewed and amendments made, although the timelines will be dependent on the consultation results. Current initiatives of Sustainable Transport Strategy and Infrastructure Delivery Plan are contributing to progression of WBC being named a Sustainable Travel Town by HCC. We will also continue to support and lobby for Watford to have a strong connection to the HERT rapid transit scheme.



<p><b>2. Implement a demand responsive transport scheme</b></p>	<p>We will launch the ArrivaClick on demand bus service for Watford and make sure it links effectively with all of Watford's greener ways to travel so that we can reduce congestion, improve air quality and provide another sustainable but innovative way for our residents, visitors and commuters to get around.</p>	<p>Demand Responsive Transport</p>	<p>✓ July '20 – ArrivaClick demand responsive transport system launched</p>	<p>Complete</p>	<p>Revised service launched on 1 July 2020 to ensure conformity with social distancing requirements. A set of new KPI's and ridership projections have been agreed with the operator.</p>
<p><b>3. Improve the cycling and walking network in Watford</b></p>	<p>We will work with Hertfordshire County Council and our cycling community on our Local Cycling and Walking Implementation Plan to improve the cycling and walking network across our town so more people choose to cycle and walk around it. This will promote health and wellbeing, encourage residents and visitors to enjoy our public places and ensure that our town becomes greener and cleaner for everyone both now and for years to come.</p>	<p>LCWIP</p>	<p>✓ 12 April '21– LCWIP stage 3 &amp; 4 - Cycling Network and Walking Network review                  ✓ 17 May '21 - LCWIP Stage 5 - prioritisation complete</p> <ul style="list-style-type: none"> <li>• Q2/Q3 2021 – Undertake public consultation</li> <li>• Q4 2021 – Stage 6 - final joint LCWIP document and commencement of implementation</li> </ul>	<p>Planning underway</p>	<p>Significant progress has been made since Q2 with the consultation and engagement planned for Q3 underway. Watford is continuing with Stage 4 and 5 elements of the plan and will then reconnect with Three Rivers for Stage 6 and delivery of the final LCWIP document, presented as a joint piece.</p>
<p><b>4. Champion proposals for a mass-rapid Transport Scheme for Watford</b></p>	<p>As part of our plans to encourage sustainable transport options, we will work closely with Hertfordshire Growth Board to secure the best mass rapid transport</p>	<p>Mass-Rapid Transport</p>	<ul style="list-style-type: none"> <li>• 2021/22 – Hertfordshire Growth Board bid to Government for funding*</li> <li>• 2021/22 – HCC initiating parameter work to understand the options</li> </ul>	<p>On track</p>	<p>High Level early stage discussions held with HCC and their consultants who are leading on the proposal for a mass rapid transport scheme in the area. The</p>

	system for our town, providing a further option for our residents, visitors and commuters to travel sustainably.		<ul style="list-style-type: none"> <li>January / February '22 – HCC to procure for design options</li> </ul> <p><i>* dependent on opportunity</i></p>		council will continue to support the County Council in their preparation to review options for the MLX replacement and further milestones will be developed as the project progresses.
<b>5. Continue to investigate opportunities to create a low Carbon Transport Hub</b>	We will continue to investigate the potential for a low-carbon transport hub in Watford town centre to encourage more use of public transport, reducing congestion and improving air quality for everyone.	Low Carbon Transport Hub	<ul style="list-style-type: none"> <li>✓ Engagement with HCC colleagues and BID initiated</li> <li>• 2021/22 – Land acquisition discussions and proposals</li> <li>• 2021/22 – Consider funding options to progress</li> </ul>	Planning underway	In line with the newly formed Sustainable Transport Board and the council's ongoing commitment to invest in sustainable transport for Watford residents, high level plans are continuing to investigate opportunities to create a low-carbon transport hub in Watford Town Centre. Key milestones in place over the next period which will help to establish future works.
<b>6. Make Watford a sustainable town</b>	Working with our partners, businesses and residents, we will together make Watford a more environmentally friendly town that meets the target of net zero carbon by 2030. We will continue to implement sustainable transport initiatives, support low income households and the		<ul style="list-style-type: none"> <li>✓ September '20 – New waste and recycling service launched</li> <li>✓ Q2-3 2020 – Warmer homes scheme underway</li> <li>✓ Q3 2020 – Funding bid to the Energy Trust for the wider roll out of electric vehicle charging and subsequent installed of 7 dual 7KW fast chargers, including in Cassiobury Park, Croxley Business Park and residential</li> </ul>	On track	There are a number of initiatives and projects underway to ensure that the council can meet the target of net zero carbon by 2030. This includes many of the innovative sustainable transport initiatives listed above, although the individual milestones have

	<p>community to improve energy efficiency, implement our Tree and Green Spaces Strategies to increase biodiversity, promote clear air campaigns and increase domestic recycling rates.</p>		<p>roads, supported by a Traffic Regulation Order</p> <ul style="list-style-type: none"> <li>✓ Q3 2021 – 2020/2021 External wall insulation project for private sector housing complete.</li> <li>• Q3 2021/22 – Local Nature Reserve biodiversity action plans to be reviewed and funding opportunities identified</li> </ul>		<p>not been listed against this commitment. It should also be noted that a whole range of activities were agreed by Cabinet in March 2020 as part of the approval of the council’s Sustainability Strategy, which provides a detailed view of all the activities being undertaken to meet their commitment. A Sustainability Officer has recently been recruited who will provide additional resource to deliver the council’s Sustainability Strategy.</p>
<p><b>7. Ensure that the council is a greener organisation</b></p>	<p>We will ensure that the council is active in reducing its environmental impact and carbon footprint through our staff, our buildings and our operations. Sustainability will be integrated into our council plans, we will reduce our use of single use plastics, lead by example on low carbon travel and carry out energy audits of our council buildings.</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>✓ Q4 2020 - The Council has already number of electric vehicles in the waste and parks fleet. The authority has a rolling replacement programme for these waste and street vehicles and is actively seeking to replace the diesel engines with hybrid and electric options to ensure that the target date of 2030 is achieved.</li> <li>✓ March '21 - Decarbonisation funding of £3.7m awarded</li> <li>• April '22 – Town Hall and Colosseum decarbonisation works complete</li> <li>• Expansion of the electric car provision in the Town Hall in the context of the Sustainable Transport Strategy and subject</li> </ul>	<p>On track</p>	<p>Sustainable activities integrated into Service Plans across the council, approved on 13 October 2020. Further work required to establish a single plan of activity but initial milestones captured against this commitment, all of which continue to run on track. A whole range of activities were also agreed by Cabinet in March 2020 as part of the approval of the council’s Sustainability Strategy, which provides a detailed view of all the</p>

			to developments within the Town Hall Quarter. Timescales to be confirmed.		activities being undertaken to meet their commitment. A Sustainability Officer has recently been recruited who will provide additional resource to deliver the council's Sustainability Strategy.
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### **THEME 3: A healthy and happy town**

#### **Key achievements over this period**

- Single Homelessness Pathway launched to bring together all the separate temporary accommodation providers into a multi-agency ‘team’ and work collaboratively to provide a holistic view of Watford’s approach to accommodating and supporting single homeless people and the end-to-end journey they take.
- Second donation tap point to be installed in the Town Centre to actively promote public donations to combat begging and rough sleeping.
- Member led scrutiny task group has reported back to Cabinet with a number of recommendations to ensure that the council is actively tackling issues of importance to Watford’s minority communities. Some of these recommendations have already been completed whilst others will be progressed over the next quarter.
- Two successful Super Sunday Covid-19 vaccination clinics held at Watford FC’s Vicarage Road ground enabling c.3,000 residents to get vaccinated and increasing the take-up of inoculations across Watford.
- Designs continue for Woodside Sports Village, a refreshed outdoor space to provide new sports and leisure facilities in the town.
- Watford has built a strong reputation as a dementia-friendly town and accreditation has been achieved for a further two years. Support and activities for those living with dementia and their families have continued over the last period, including the Golden Memories reminiscence programme at Watford Football Club, Trishaw rides at Watford Cycle Hub and the Forget Me Not restaurant at West Herts College.
- As part of the Town Hall Quarter programme, Haley Sharpe design Ltd have been appointed to assist with the new design for the museum and the initial review of potential space in the Town Hall. The Town Hall Quarter business case is currently being developed which would create a refreshed and vibrant museum offer for residents and visitors of all ages.
- Work to design a memorial for front line covid workers has also progressed with an artist selected, a site at the hospital chosen and some funding secured. In addition, a tree memorial will be planted close to the band stand in Cassiobury Park as part of the Queen’s Jubilee Green Canopy as a new place of reflection for residents.

## Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	2
On track	On track	15
Planning underway	Planning underway	1
Delayed / Unknown	Delayed / Unknown	0
	Delivery reprofiled as a result of external influences	3
<b>Total</b>		<b>21</b>

COMMITMENT	Project	Key Milestones	'RAG' Rating	Update
<p>Embrace our diversity, heritage and culture to make Watford a place for people to succeed from childhood to old age</p>				
<p><b>1. Ensure that everyone living in our town has the opportunity to achieve their potential</b></p>	<p>Achieving Potential</p>	<ul style="list-style-type: none"> <li>✓ February '21 – Member led scrutiny task group to review issues of importance to Watford's minority community and develop recommendations for Cabinet (March 2021). The task group's work includes reviewing the council's street naming policy and process.</li> <li>✓ March '21 - Encourage all communities to complete their Census 2021 returns and to underline the importance of this data in formulating future council policies.</li> <li>• June '21 – Corporate definition for ethnic minorities to be adopted</li> <li>• July '21 – Equalities Forum to be established</li> </ul>	<p>Delivery reprofiled</p>	<p>Whilst this commitment is embedded within all council Service Plans, specific activity has been undertaken by the council's Democratic Services team working with a member-led scrutiny task group to develop a range of proposals which have now been considered and agreed by Cabinet. These will be delivered over the next period but will be reprofiled to ensure sufficient engagement from the Equalities Forum and new Portfolio Holder. To date,</p>

			<ul style="list-style-type: none"> <li>• August '21 – Corporate equalities policy to be developed</li> <li>• September '21 – Equalities Impact Assessment template to be updated</li> <li>• By December '21 - Training on equalities and unconscious bias for staff and members.</li> <li>• TBC – Research has commenced with Watford Museum to develop an education programme based around a new exhibition which explores the background and history of the town's road names, subject to funding</li> </ul>		research to inform the definitions used by the council, our Corporate Equalities policy and Equalities Impact Assessment has been undertaken, providing a firm foundation for this work.
<b>2. Develop a heritage trail for Watford</b>	Recognising Watford's rich culture and past, we will celebrate the town's heritage through developing a new innovative, digital heritage trail to bring Watford's past to life.	Heritage Trail	<ul style="list-style-type: none"> <li>• February '21 – tender and commission consultant</li> <li>• March - July '21 – Strategy developed</li> </ul>	Delivery reprofiled	Project Manager in place with the development scope of works now being developed This will align with the council's wayfinding strategy with the brief developed by October 2021, reprofiled as a result of resourcing restrictions
<b>3. Review and reinvigorate how we celebrate our local heritage</b>	Develop proposals for a modern and inspiring heritage service and Museum that engages and educates our residents and visitors by telling the story of our town and its rich and diverse history.	Museum and Heritage Review	<ul style="list-style-type: none"> <li>✓ February '21 – tender and commission consultant</li> <li>✓ March - July '21 - deliver review on service and options appraisal</li> <li>• September '21 – Develop business case for move to the Town Hall</li> </ul>	On track	Haley Sharpe design Ltd appointed and the initial review of potential space in the Town Hall developed completed. Business case currently being developed for move to the Town Hall, as part of the Town Hall Quarter programme.

			<ul style="list-style-type: none"> <li>November '21 – RIBA Stage 2 proposals for Town Hall development and space requirements</li> </ul>		
<p><b>4. Develop services to support our residents' health and wellbeing, including those with mental health issues</b></p>	<p>We will work closely with our partners to ensure that the right support is available for our residents who need it across the town. This will include Watford's Healthy Hub which will strengthen the health support available for local people, including mental health help and guidance.</p>	<p>Healthy Hub</p>	<p>Covid has impacted on the implementation of the delivery of the Healthy Hub. In agreement with HCC a reviewed delivery plan has been put in place offering Covid secure Healthy Hub service:</p> <ul style="list-style-type: none"> <li>✓ Domestic Abuse and Mental Health worker to commence.</li> <li>✓ Remote offer, actively seeing clients and linking in with other services.</li> <li>✓ Develop website</li> <li>✓ June '21 – Explore opportunities for establishment of strong links with additional relevant organisations and partners with some of their services delivered through the Hub</li> </ul> <ul style="list-style-type: none"> <li>October '21 – Recruitment for a designated Mental Health Officer underway to support a further focus in this area</li> <li>March '22 - Dependent on Covid restrictions, implement a secondary satellite Hub working in conjunction with the main Hub</li> </ul>	<p>On track</p>	<p>The Healthy Hub launched remotely in May 2020. Services continue to be offered remotely and, where possible, in person in the community. Services have been extended working with partners such as Cathartic. Proposal to reopen hub from September onwards for face to face services, subject to covid restrictions.</p>
<p><b>4. Create a Dementia</b></p>	<p>Working with businesses, partners, carers and residents living with dementia we will champion Watford</p>	<p>Dementia Friendly Town</p>	<p>Lots achieved to date and milestones to be confirmed with delivery of agreed action plan to be reviewed in the light of Covid-19</p>	<p>On track</p>	<p>Watford has built a strong reputation as a dementia-friendly town and</p>



<p><b>Friendly Community</b></p>	<p>as a place where people living with dementia are understood, respected and supported.</p>		<p>and the focus of the council’s Community Protection team on working with residents and businesses on preventing the spread of the virus.</p> <p>Action plan being refreshed in current steering group as we learn to live with covid.</p>		<p>accreditation has been achieved for a further two years. Support and activities for those living with dementia and their families have continued over the last period, including the Golden Memories reminiscence programme at Watford Football Club, Trishaw rides at Watford Cycle Hub and the Forget Me Not restaurant at West Herts College.</p>
<p><b>6. Commemorate Watford’s response to Covid-19</b></p>	<p>Building on the community spirit and outstanding work across the town during the Covid-19 pandemic, we will evolve Watford Together so that it commemorates Watford’s response to the pandemic, recognises the invaluable contribution of our front line workers and provides opportunities for reflection for all parts of our community.</p>	<p>Watford Together (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> <li>Have been unable to confirm a timeline for these events which are entirely subject to Government guidance and legislation. However, there is a clear commitment to celebrate the resilience of the town and great community spirit across the local area shown by Watford residents through the Covid-19 pandemic.</li> </ul>	<p>On track</p>	<p>With government restrictions now ended, the council provided a Summer of Fun across the town, with the Big Screen at Knutsford Playfield and Woodside Playfield, the Big Beach and Maze on the Parade, Imagine Watford in Watford Fields, George V park and Garston Park and Big Band Stand in Cassiobury Park. Work to design a memorial for front line covid workers has also progressed with an artist selected, a site at the hospital chosen and some funding secured. In addition, a tree memorial will be planted close to the band stand in Cassiobury Park as part of the</p>

					Queen's Jubilee Green Canopy as a new place of reflection for residents.
<b>7. Enhance the town's character and its physical heritage</b>	We will produce a refreshed Conservation Area Management Plan which ensures that we continue to protect the character of our town and enhances its future for local people.	CAMP	<ul style="list-style-type: none"> <li>Q1 2021/22 - Prepare tender and appoint consultants</li> <li>Q3 2021/22 – Seek cabinet approval</li> </ul>	Delivery Reprofiled	Delivery has been re-profiled to ensure alignment with the Local Plan work. Now expected to commence Q3 2021/22 with completion expected this year. A new part time apprentice post has been created to help resource this project.
<b>COMMITMENT</b> Enable our cultural and creative sectors to flourish		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Maximise the cultural opportunities for the town</b>	We will refresh Watford's Cultural Strategy to ensure our cultural and creative sectors can flourish, help to bring our community together and provide a vibrant, diverse and exciting offer to residents and visitors.	Watford Together (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ August '20 – AEA commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector</li> <li>✓ October '20 – Review of all strategic partnerships underway. Final outcome to be informed by AEA review</li> <li>✓ November '20 – Cultural Leaders Group to review AEA report and action plan</li> <li>✓ January '21 – AEA final report to Cabinet alongside THQ Programme</li> <li>✓ January '21 – Governance workshop to establish preferred governance model</li> </ul>	On track	<p>Recommendations from the Strategy have now been consolidated into a single action plan, aligning with the council's Town Hall Quarter programme. The next steps will be to convene a further meeting of the CLG to agree the governance model we should adopt.</p> <p>Work is also underway with the Palace Theatre and the Pump House on their future plans and collaborating such that the council can support them as they seek funding for</p>

			<ul style="list-style-type: none"> <li>✓ June '21 – Strategy recommendations consolidated into single action plan for delivery</li> <li>• Nov '21 – Cultural Leaders Group to agree adoption of governance model</li> </ul>		the plans.
<b>2. Making the most of the town's cultural and entertainment venues</b>	We will ensure that council-owned entertainment venues continue to provide a high quality, varied and diverse entertainment programme for all in our town and further enhancing the buildings so that they are modern and sustainable.	Watford Colosseum Refurbishment	<ul style="list-style-type: none"> <li>✓ August '20 – AEA Commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector</li> <li>✓ December '20 – Contract with HQ theatres ends</li> <li>✓ July '21 – RIBA Stage 1 designs reviewed by the Town Hall Quarter Member Steering Group</li> <li>✓ Sept '21 – Engagement with cultural organisations from across the town to understand space requirements</li> <li>• November '21 - RIBA Stage 2 designs and associated business case for the Colosseum refurbishment to be approved by Cabinet</li> <li>• Q2 2022 – Refurbishment works commence on site at the Colosseum</li> <li>• Q3 2023 – Refurbished Colosseum reopens</li> </ul>	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of the council's cultural ambitions across the town. Further work for this commitment will follow the successful completion of the Cultural Strategy work and additional scoping related to the Town Hall Quarter programme for which the business case is expected in November 2021. Work is also underway with the Palace Theatre and the Pump House on their infrastructure plans and collaborating so that we can make the best use of the space in our town for community groups
<b>3. Enhance our cultural partnerships</b>	We will work together with Watford's cultural partners and the South West Herts Growth Board on shared initiatives to build on the strength of the town's creativity, innovation and	Watford Together (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ August '20 – AEA commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector</li> </ul>	On track	It is anticipated that a shared governance model will be agreed by the end of this year with our Cultural Leaders Group. The council continues

	<p>entrepreneurial spirit and provide a strong cultural offering for the town and our residents which works to attract people to the town and supports businesses.</p>		<ul style="list-style-type: none"> <li>✓ October '20 – Review of all strategic partnerships underway. Final outcome to be informed by AEA review</li> <li>✓ November '20 – Cultural Leaders Group to review AEA report and action plan</li> <li>✓ January '21 – AEA final report to Cabinet alongside THQ Programme</li> <li>✓ January '21 – Governance workshop to establish preferred governance model</li> <li>✓ June '21 – Strategy recommendations consolidated into single action plan for delivery</li> <li>• Nov '21 – Cultural Leaders Group to agree adoption of governance model</li> </ul>		<p>to work closely with the Herts Growth Board, Hertfordshire LEP, County Council and neighbouring District / Borough Councils on a county-wide Covid-9 recovery plan which will look to align our economic ambitions with the cultural sector so that we can ensure that we have a strong cultural offering for the town. This is an addition to our Town Hall Quarter programme which has a focus on culture at its heart, creating a new cultural focus for the town and our residents, visitors and communities.</p>
<p><b>COMMITMENT</b> Ensure we have quality events, recreational opportunities and outdoor spaces for people to get together, feel part of the town and boost their health and wellbeing.</p>		<p><b>Project</b></p>	<p><b>Key Milestones</b></p>	<p><b>'RAG' Rating</b></p>	<p><b>Update</b></p>
<p><b>1. Complete Oxhey Activity Park</b></p>	<p>We will deliver Oxhey Activity Park, an exciting new venue for skateboarding, BMX and cycling, combined with a café and community facilities.</p>	<p>Oxhey Activity Park</p>	<ul style="list-style-type: none"> <li>✓ 7 September '20– Practical completion</li> <li>✓ 7 September '21 – Handed over to Veolia following conclusion of defect liability period</li> </ul>	<p><b>Complete</b></p>	<p>Oxhey Activity Park opened in September 2020. Car Park extension was opened in April 2021 following feedback from residents and visitors. The park has now been handed over to Veolia for ongoing maintenance.</p>

<p><b>2. Create Woodside Sports Village</b></p>	<p>In order to provide modern and attractive facilities for sports and leisure for all the community, and our young residents in particular, to enjoy, we will deliver a new vision for Woodside that makes best use of the space available to provide new sports and leisure facilities in the town.</p>	<p>Woodside</p>	<ul style="list-style-type: none"> <li>✓ April '20 – Design Brief to procure consultants</li> <li>✓ Sept '20 - Appoint design team</li> <li>✓ October '21 - onwards detailed design, planning and procurement to begin on site in late 2021</li> </ul> <p>Further milestones subject to the design work underway.</p>	<p>On track</p>	<p>Detailed design work continues to create a new and exciting space for residents across the town. Additional opportunity to create a 'Learn to Ride' facility at King George V playing fields has also been identified and is being progressed.</p>
<p><b>3. Revitalise the River Colne</b></p>	<p>We will improve the River Colne through Watford to make it a more appealing place for local people to enjoy and a better environment for plants and wildlife to flourish.</p>	<p>Reclaiming the River Colne</p>	<ul style="list-style-type: none"> <li>✓ April '20 - May '21 – River improvement plans developed, funding streams assessed</li> <li>• May '21 – March '22 – Environmental improvement procurements underway</li> <li>• October '21 – Calendar of events around the river commences</li> <li>• March '22 – Landscape and access improvements complete</li> <li>• March '22 – Water quality reports due</li> </ul> <p>Further milestones to be determined as programme progresses.</p>	<p>On track</p>	<p>Recruitment of a Project Manager to support delivery of this project has now been completed. Work can now begin on confirming timelines. However, project governance has been proceeding with the existing team, including the securing of additional funding and engagement with partners.</p>
<p><b>4. Improve our local parks</b></p>	<p>We will upgrade Watford's much loved parks and open spaces including Meriden Park, Lea Farm Recreation Ground, Cassiobury Park performance space and the town's outdoor playgrounds so that they provide opportunities for our residents to exercise and spend time together and enhance the biodiversity of the town.</p>	<p>Park Enhancements</p>	<ul style="list-style-type: none"> <li>• Subject to recruitment of Project Manager who started with the council at the end of September. Work is now underway to scope these projects at which point timelines will be confirmed.</li> </ul>	<p>Planning underway</p>	<p>Works continually ongoing and 12 green flags issued to Watford Parks in 2020. Applications for 17 green flag sites were submitted in mid-February with the results expected in September 2021. Further milestones on future parks improvements to be</p>

					identified through the planning process which can now commence as the Project Manager recruitment has been completed.
<b>5. Enhance our public spaces</b>	We will improve public spaces across the town to provide excellent, safe and attractive outdoor spaces that support a greener Watford. This work will include the enhancement of key areas of our town such as St Albans Road, Clarendon Road and the Watford Junction Gateway, as well as other local street and open space improvement initiatives.	<p>Clarendon Road</p> <p>Watford Junction</p> <p>St Albans Road</p>	<ul style="list-style-type: none"> <li>✓ Q1 2020 – Construction works ongoing from St Johns Road to Station Road</li> <li>✓ Q1 2020 - One way traffic flow Beechen Grove and St Johns Road for 9 months</li> <li>✓ Q3 2020 – 2<sup>nd</sup> Phase starts</li> <li>• 2022/23 – Completion of all works</li> <li>• 2023/2024 Defects Correction period</li> <li>• 2024/25 Handback the completed project to Highway Authority, Herts County Council</li> </ul> <ul style="list-style-type: none"> <li>✓ Q2 2020 – Implementation of scheme</li> <li>✓ Q3 2020 – Completion of scheme</li> <li>• 2021-22 Defects Correction Period</li> <li>• 2023 Hand back the completed project to Network Rail</li> </ul> <ul style="list-style-type: none"> <li>✓ Q2 2020 – HCC permits &amp; Technical agreement</li> <li>✓ Construction</li> <li>✓ Q3 2020 – Completion</li> <li>• Q3 2020 – Q3 2022 Defects Correction period (HCC required a 2 year period)</li> <li>• Q4 2022 – Sign off and handover of highway back to County</li> </ul>	<b>On track</b>	A number of public realm schemes are either complete or underway. Significant improvement works have already been undertaken in Clarendon Road with the third phase of these works commencing recently. Improvements to the Watford Junction forecourt and St Albans Road are now complete and have succeeded in improving the street scene and access for residents and visitors to the many businesses.

<b>COMMITMENT</b> Work even more closely with the voluntary and community sector, to build a resilient community where people support each other		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Support the voluntary sector in Watford to provide positive outcomes for those in need</b>	We will build upon the success of our Watford Helps initiative and harness the community spirit established during the COVID-19 crisis to work in partnership with charitable, community and voluntary organisations focused on helping our vulnerable residents live healthy, happy and independent lives.	Watford Helps (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ August '20 – Voluntary Sector Specialist recruited</li> <li>✓ September '20 – Review approach approved by Informal Cabinet and engagement underway</li> <li>✓ October '20 – Internal review of draft strategy</li> <li>✓ November '20 – Strategy approved by Cabinet</li> <li>✓ May '21 - W3RT to provide a menu of options covering which set of recommendations they can implement within their current budget</li> <li>•</li> </ul>	On track	Following approval of our Voluntary Sector Strategy, work on how best to ensure that the positive joint working across the sector and with the council throughout Covid-19 is harnessed and taken forward in the long-term is currently being undertaken in joint cooperation with W3RT. A separate, more detailed report is produced by W3RT on a quarterly basis detailing the progress made against the recommendations in the Strategy but positive headway continues to be made.

<p><b>2. Ensure our community buildings benefit local residents</b></p>	<p>Through our Community Asset Review, we will make sure our community buildings are well maintained and we will work with our community tenants to make sure the buildings maximise the benefits for our local people.</p>	<p>Community Asset Review</p>	<ul style="list-style-type: none"> <li>✓ October '20 - Completion of review of all buildings – Includes Condition Surveys and schedules of work</li> <li>✓ July '21 – Property Strategy to Cabinet for approval</li> <li>• January '22 – Works to start on Phase 1 assets</li> <li>• April '22 – Works to start on Phase 2 assets</li> <li>• July '22 – Works to start on Phase 3 assets</li> </ul>	<p>On track</p>	<p>Project Manager in post to support the work required over the next two years.</p> <p>The project will be a key component of the delivery of the Property Strategy to ensure our community buildings are in a good state of repair, provide benefit to the local community and that the lease arrangements with tenants are appropriate and in accordance with the policies outlined within the new Property Strategy.</p>
<p><b>3. Ensure a safer Watford</b></p>	<p>We will work with partners and use our statutory powers to ensure that Watford is a safe place for all our residents.</p>	<p>One Watford</p>	<ul style="list-style-type: none"> <li>✓ 28 July – Review approach, working with the LGA to undertake remote peer support, agreed</li> <li>✓ 12 October – All One Watford members notified in relation to review</li> <li>✓ 1-3 December –Desktop exercise completed</li> </ul>	<p>On track</p>	<p>With the benefit of feedback from the LGA, work on defining the future terms of reference of One Watford will be undertaken as part of the town's brand positioning work.</p>
<p><b>COMMITMENT</b></p>	<p><b>Project</b></p>	<p><b>Key Milestones</b></p>	<p><b>'RAG' Rating</b></p>	<p><b>Update</b></p>	



Work with partners to end rough sleeping and help people enjoy better lives					
<p><b>1. Achieve and maintain zero rough sleepers on the streets on Watford</b></p>	<p>We will agree a new Homelessness Strategy for Watford which will be reviewed on an annual basis and adapted regularly to ensure that it remains valid and supporting those in our community to achieve and maintain zero rough sleepers on the streets of Watford.</p>	<p>Homelessness and Rough Sleeping</p>	<ul style="list-style-type: none"> <li>✓ 30 June - Medium Complex Intensive Support Service (MCISS) opens</li> <li>✓ 6 July – Homelessness Strategy approved by Cabinet</li> <li>✓ 14 July - Information shared on training, secondment and shared learning opportunities provided at Watford Strategic Homeless Forum</li> <li>✓ 14 July - Watford Rough Sleeping Taskforce was launched</li> <li>✓ 23 September – Next Steps Accommodation funding bid successful</li> <li>✓ 25 September - MHCLG funding of £101,000 for winter shelter and accommodation for rough sleepers with no recourse to public funds obtained for the period October 2020-March 2021</li> <li>✓ 30 September - Application for 20 units of self-contained move-on accommodation submitted</li> <li>✓ Q3 2020 MHCLG Rough Sleepers Initiative funding application – submission May 2021 (MHCLG changed the timetable)</li> <li>✓ Q4 2020/21: NSAP short-term revenue funding spent by end March 2021</li> <li>✓ Q4 2020/21: NSAP capital funding spent by end March 2021</li> <li>✓ Q4 2020/21: Work with HCC re best use of housing related support funding by end March 2021</li> </ul>	<p><b>On track</b></p>	<p>It should be noted the Homelessness Strategy contains a significant number of initiatives, milestones and objectives – the list contained within this report is not exhaustive with more detailed reporting on delivery of Strategy provided to HPAG. However, this does provide an overview of the significant progress already made in this field over the last few months, where there has been a significant focus on supporting those who find themselves homeless and sleeping on the streets. This resulted in a period of 2 months between January and March 2021 when zero rough sleepers were recorded. Whilst numbers have risen very slightly they remain extremely low</p> <p>We have adopted and continue to develop a single pathway for rough sleepers, working with partners from across the town to help achieve this commitment to</p>

			<ul style="list-style-type: none"> <li>✓ Q1 2021/22 - Open complex needs scheme</li> <li>✓ June 2021 - Launch multi-agency Single Homelessness Pathway</li> <li>✓ July 2021 – launch Outreach Plus at The Sanctuary</li> <li>• Q3 2021/22: Have zero rough sleepers on streets of Watford</li> </ul>		achieve and maintain zero rough sleeping. This Single Homelessness Pathway will take approx. 1 year to bed down.
<b>2. Support our residents with more complex needs and housing requirements</b>	We will develop a focused scheme to help those with more complex needs, looking at areas such as housing and other targeted support and working with partner organisations to ensure that these services are provided.	Complex Needs	<ul style="list-style-type: none"> <li>✓ Q1 2020 – Source Support Service Provider</li> <li>✓ Q4 2020 – Sign Support Contract with provider</li> <li>✓ Q3 2020 – Implementation of works</li> <li>✓ Q4 2021 - Completion</li> </ul>	Complete	The Complex Needs scheme at Brindle Court opened on 1 April 2021 as planned, managed by council partners, One YMCA. It will provide much needed support for some of the most vulnerable in the town.
<b>3 Continue partnership working</b>	We will work with partners to ensure there are no rough sleepers on the streets of Watford.	Rough sleeping and homelessness	<ul style="list-style-type: none"> <li>✓ 6 July – Homelessness Strategy approved by Cabinet</li> <li>✓ 14 July - Information shared on training, secondment and shared learning opportunities provided at Watford Strategic Homeless Forum</li> <li>✓ 14 July - Watford Rough Sleeping Taskforce was launched</li> <li>✓ June 2021 - Launch multi-agency Single Homelessness Pathway</li> <li>• September 2021 - work with agencies to house a number of Afghan refugees</li> <li>• Mar 2022 – Herts CC recommissioning process ends</li> </ul>	On track	<p>The Watford Rough Sleeping Taskforce is continuing to meet on a monthly basis focusing on hard-to-engage individuals and agreeing a multi-agency approach to focused and bespoke support, working with the council’s designated Rough Sleepers Coordinator.</p> <p>Monthly KPI meetings with partner agencies to ensure the Single Homelessness Pathway begins to work as planned.</p>



## Watford Borough Council Organisational Development Strategy Progress Update

### Theme 1 – Workforce Health and Wellbeing

#### Key Achievements over last 3 months

- The Watford Health and You programme has been shortlisted for an award from the (RSPH) Royal Society for Public Health.
- We have successfully bid for a government grant, Via Herts County Council, of £18,000, to help prevent Workplace Burnout.

#### Theme BRAG Analysis

Page 68

BRAG rating	Key	Total number in theme
Completed	Completed	8
On track	On track	2
Planning underway	Planning underway	0
Delayed / Unknown	Delayed / Unknown	0
	Delivery reprofiled as a result of external influences	3
<b>Total</b>		<b>13</b>

COMMITMENT		Key Milestones	'RAG' Rating	Update
Focus on tackling stigma associated with mental health				
Take steps to improve the number of managers who feel confident to spot the early warning signs of mental health and have the skills to manage those conversations	All managers to be trained in how to spot signs of mental health issues with Remploy providing relevant training course which will consist of 2 x 2hr on-line face to face group training.	By 21 March 2021	Completed	7 dates were arranged in November / December 2020 with the majority of managers having attended specialist training by January 2021. Since then further

				sessions have been held and future sessions will be arranged subject to demand and sufficient numbers attending.
Mental health first aid training for colleagues, enabling them to spot the signs and offer support.	Mental Health First Aiders to be accessible.	By 1 March 2021	Completed but as new MHFAs appointed additional training will be given	On-line e-learning courses available to all staff together with an online consulting tool. Additional volunteers for MHFA have been identified, signed up and received training. Further support for staff is available through Remploy and the staff intranet updated with details.
Tackle stigma around mental health issues or declaring a disability by encouraging open conversations	Increase awareness of policies and use of on-line material to ensure staff have knowledge to recognise when help is required.	By 1 December 2020	Completed and Ongoing	We will liaise with Mental Health Champions and First Aiders to recognise the individual needs of employees who may be reluctant to share concerns. Regular and ongoing communication relating to mental health issued and planned. Intranet contains a wealth of information which is regularly updated. Additional funding received from government and our Mental Health Champions

				are in the process of reviewing different options.
<b>COMMITMENT</b> Support personal and professional growth in health subjects		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Continue to grow and develop "Watford Health and You" resources.	Intranet pages to be updated with information on a regular basis.	1	Completed and Ongoing	The intranet information is reviewed on a monthly basis and updates added for staff.
Create and publicise a range of opportunities to learn and build good habits on health and wellbeing topics so our people can access e-learning and interactive, habit changing sessions. - Factors affecting wellbeing at work (control and autonomy) - Food, sleep and exercise - Financial health	Identify e-learning opportunities and ensure they are advertised and accessible via the i-Learn platform	By 1 September 2021	Completed and Ongoing	New resources are constantly being identified and added to our library accessible through the intranet. Communications sent out to staff regarding the new material available.
Use focus groups to develop a health and wellbeing programme – with access to a number of health and improvement areas.	Design and Launch a programme with feedback from group Ensure there is resilience and a feeling of wellbeing amongst staff, as measured by Wellbeing Survey Increased staff satisfaction and motivation as measured by staff survey	By 1 Sept 2021 and Ongoing	On track	Mental Health First Aiders and Champions group established and meeting on a monthly basis to discuss wellbeing issues and help identify trends which are then reviewed by the Leadership Board. The group continue to meet regularly and provide feedback on initiatives. Grant received via Government to spend on preventing burnout activities. Additional

				activities to be discussed at next meeting.
<b>COMMITMENT</b> Ensure our occupational health and employee assistance offering is high quality and accessible to all		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Continued promotion of the benefits of the Employee Assistance Programme and Occupational Health services.	Regular ongoing communication to take place to ensure all staff are aware of external support that is available.	By 1 April 2023	Completed and Ongoing	Intranet resources are regularly updated and communication for staff pointing to these resources.
<b>COMMITMENT</b> Craft great roles where our people feel in control over the best way to deliver their work and feel well supported to do so		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure that all of our people have access to "job crafting" training, so that they can develop skills to enhance flow, productivity, engagement and wellbeing.	Develop a process whereby employees have an opportunity to review the effectiveness of their role so that they can learn how to identify improvements and any new skills required	By 1 July 2021 <b>(To be reprofiled to March 2022 to align with Values and Behaviours sub-section)</b>	Delivery Reprofiled	Work to be fully scoped so that it also links in with Values and Behaviours project which is due to commence in October 2021, with completion scheduled for April 2022.
Ensure our leadership programmes emphasise the importance of engaging and co-designing work so all of our people feel able to contribute new ideas and instigate new and better ways of doing things	Key competencies to be identified and incorporated into updated Leadership Programme	By 1 October 2021 <b>(To be reprofiled to March 2022 to align with the above)</b>	Delivery Reprofiled	Input required from Values and Behaviours project to ensure a joined up approach. The programme content has now been approved with the tender process due to commence in October with delivery of first

				workshop scheduled for the beginning of 2022
Support teams to regularly pause and reflect on their work. Discussions should be around how to optimise team effectiveness and create a psychologically safe workspace	Develop a pro-forma to be used in team discussion to identify team successes and process improvement opportunities. 8/1/21 Ambassador Group to review in first instance	By 1 July 2021 <b>(To be reprofiled to March 2022 to align with the above)</b>	Delivery reprofiled	Focus groups using managers and staff ambassadors to be created to input into the pro forma and contribute other ideas and suggestions for the delivery of this objective. The delivery has been reviewed to align with the Values and Behaviours work which will commence in October 2021.
<b>COMMITMENT</b> Champion physical health		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Adopt Public Health England workplace health standards and refresh our HR policies.	Review policies and procedures to ensure they are compliant with standards Ensure managers are confident in the support they can give their teams Benchmark our standards against other organisations	By 1 April 2022 and on going	On track	Policies regularly reviewed and interim policies, to reflect the covid-19 situation are introduced, for example interim Smarter Working policy. Policies will also be compared to PHE standards to identify gaps and improvements required.
Evaluation of pilot health check programme (environmental health)	Gain feedback from provider on common issues that need to be addressed	Now by 1 July 2021 (previous date By 1 April 2021)	Completed	Pilot took place in June 2020 with approx. 50% take up by staff. The benefits have now been reviewed and decision



				taken not to go ahead with this initiative.
Rollout of health check programme across the wider council	Collate and analyse anonymised data from system to identify any trends.	By 1 April 2021	Completed	'Wellbeing with CARI' rolled out to all staff in July 2020. Links to assessment have been added to all Mental Health and Wellbeing newsletters. A review of Cari was carried out in March 2021 which indicated that only 20% of staff completed questionnaire so data supplied insufficient for analysis. Decision taken not to progress with this initiative.

## **Theme 2 – An Organisation Driven by Values and Behaviours**

This part of the plan was put on hold whilst there were ongoing discussions regarding the imminent implementation of Local Government Reform to Hertfordshire last year. Values and Behaviours work due to commence in October 2021 with a completion date of April 2022.

This work will be linked to the Leadership Team development work and the overall Council Plan and associated deliverables to ensure that it supports the successful delivery of our commitments. The Staff Ambassadors Group, Management Group and other staff representatives will feed into the work.

Milestones and detailed progress update will be available as part of the next quarterly report to Cabinet.

### Theme 3 – Become an Agile Organisation

#### Key Achievements over last 3 months

Note - This theme is interlinked with the Reimagining Watford project which is underway. Once the key outputs from that project are known they may also link in with the actions required within this theme.

- Pathfinder group now set up who will work with teams to agree Agile Charter for each team. Initial training for Pathfinders to be arranged for September 2021
- The office environment is being re-designed and it is anticipated that employees will be returning to this in late Spring 2022.

#### Theme BRAG Analysis

Page 75

BRAG rating	Key	Total number in theme
Completed	Completed	1
On track	On track	7
Planning underway	Planning underway	1
Delayed / Unknown	Delayed / Unknown	0
	Delivery reprofiled as a result of external influences	8
<b>Total</b>		<b>17</b>

COMMITMENT		Key Milestones	'RAG' Rating	Update
Optimise choice over when and where our people work				
Team based review of processes, learning and ways of working pre-, during and post-crisis.	Each team agrees how they will work going forward, with a formal date for reflection and review.	By 31 July 2020 <b>Reprofiled to Nov 2021 subject to government guidance</b>	Delivery reprofiled	The Covid-19 pandemic resulted in the majority of staff working remotely rather than be office based. However, planning is now underway for a return to the office, in a different way of working and this objective will link closely to the

				work underway regarding agile working.
Deliberate decisions and actions are taken to retain and embed ways of working that support agility	Each team participates in a simple team reflection session. A focus on what to stop, drop, continue, and re-invigorate, post COVID-19	By 1 October 2020 <b>Reprofiled for completion by 31 Dec 2021</b>	Delivery reprofiled	Flexible working is in place with staff working at home to suit their own personal situations. Managers are checking in with staff and ensuring key activities continue. Agile working plans are well underway and this objective will have close links to that project and Reimagining Watford.
Teams and the wider organisation agree what agile working is, and could be, so there is clarity (for example, in future, will 100% homeworking be acceptable for some roles?)	Clarity as to what agile working is, and recognition that “one size does not fit all” in each service – tested through the staff survey. “Challenge sessions” in LB where leaders can challenge each other, with a view to optimising an agile mind-set (at least every quarter).	By 1 December 2020 <b>Reprofiled for completion by Nov 2021</b>	Delivery reprofiled	Project underway to identify how we will define an Agile environment and the activities required to get there. Agile charters being worked on and plans for further input with teams to commence in October 2021.
Creation of agile champions. Teams, leaders and staff who can share their experiences (this becomes a recognised badge of honour).	Publication of case studies (at least every quarter). Reward and recognition of best practice.	By 31 January 2021 <b>Reprofiled for completion by Nov 2021</b>	Delivery reprofiled	Delivery dates to be reviewed as project start-up has been delayed due to Covid. However, our Agile Pathfinders are now in place and facilitation training is scheduled for September 2021.
Development of organisational case studies in agility to demonstrate the art of the possible in different types of teams.	Agile can be developed in different ways across different teams, the measurement is in team members feeling that they have some control and autonomy of when, where and how they work, in the context of their department, as measured the staff survey	By 31 January 2021 <b>Reprofiled for completion by 31 January 2022</b>	Delivery reprofiled	Delivery dates to be reviewed as project start-up has been delayed due to Covid. However, we are in the process of reviewing case studies from other organisations to help inform our hybrid working approach.

COMMITMENT Design ways of working that challenge and further develop an agile mind-set		Key Milestones	'RAG' Rating	Update
People policies (particularly health and safety and flexible working) are reviewed to optimise agile working	Policies reviewed, signed off and publicised. Flexibility and responsiveness that was demonstrated during crisis is replicated and embedded post-crisis and reflected in our policies.	By 31 March 2021	Completed	Interim Smarter Working (Agile) policy introduced. Other policies have already been reviewed updated and published. Remaining policies that need to be reviewed have been identified and an action plan for review in place.
Align our annual review (appraisal) process with our succession planning and staff development approach	Incorporate our staff's interests in deepening their understanding of other parts of the council and from this: <ul style="list-style-type: none"> <li>• Develop a register of interests of individuals who wish to gain exposure or experience in another area</li> <li>• Be considered for a secondment or temporary promotion opportunity</li> </ul>	By 31 March 2021 <b>Full reporting to be in place by 1 Oct 2021</b>	On track	Line managers to discuss and record as part of their regular catch up sessions. HR to build a database of individuals' interest and to contact relevant managers with opportunities required and available i-Perform is now live and usage is increasing. Section 6 of this is devoted to Career Aspirations and reports taken from the system will give a snapshot of interest. The annual appraisal cycle is still underway but the first reports are expected in October 2021.
Re-design and delivery of project teams, where staff are chosen because of their functional role or experience. Instead, there will be a deliberate move to encourage people to work on projects because of their interest and potential.	Establish a direct link to a new Leadership Development programme. This will result in a record take-up of project roles in different areas of the business.	By 31 March 2021 Full implementation reprofiled to <b>March 2022</b>	Delivery reprofiled	i-perform launched 1 October as new check-in (1:1 meetings) and annual review platform. This will incorporate development discussions and a section for recording skills to kick start the central database of staff skills and

				abilities. Agile charters to be started in Sept 2021 followed by Values and Behaviours. This will link to new data from PDR system so it is expected to be complete and in place by April 2022
Creation of opportunities to pilot new approaches to agile working service models and solutions, with clear evaluation criteria	There will be a swift response to new demand. We will initially test on small scale, engaging users, gathering insight and learning what will work on a larger scale e.g. possible focus on digital solutions	By 31 March 2021 Full implementation reprofiled to <b>Q3 2021</b>	Delivery Reprofiled	Bi-monthly Team reflection exercises to identify and test opportunities to change processes that increase productivity. The delivery dates for this work have been reviewed to align with the Reimagining Watford project.
<b>COMMITMENT</b> Supporting the development of digital		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Support colleagues to improve their digital skills using a blend of face to face and online channels	Assessment of our workforce digital learning requirements as we roll out digital solutions for our communities.	By 1 August 2021	On track	Develop a programme of courses that will increase awareness and use of digital technologies Digital training has been and is available for all staff. Further developments in the training to be reviewed following completion of annual appraisals and identification of training needs.
Creation of a digital mentor programme which buddies up "technophobes with techno geeks" promoting digital and potentially intergenerational learning	Number of successful buddying relationships established.	By 30 September 2021	On track	Through i-Perform process identify experts in their field and encourage them to become mentors for those developing in their roles.

<p>Creation of “digital champions” clustered around our most popular digital hard and software (such as 8x8). Champions will be available to share their knowledge and learning, informally with colleagues across the Council.</p>	<p>Digital champions established and regularly publicised and supported to help and coach others.</p>	<p>By 31 March 2021 but reprofiled to <b>31 December 2021</b></p>	<p>Planning underway</p>	<p>Identify champions in their specialist areas and publicise their availability to help those in need of increasing their knowledge and confidence. Each area has an IT Champion (not Digital Champion). A review is taking place to clarify roles.</p>
<p><b>COMMITMENT</b> Break down silos across teams</p>		<p><b>Key Milestones</b></p>	<p><b>‘RAG’ Rating</b></p>	<p><b>Update</b></p>
<p>Creation of an annual service roadshow – an opportunity for our staff to show case to each other the work they are doing, and learn more about different parts of the Council</p>	<p>Roadshow takes place, is vibrant, well attended and evaluates well</p>	<p>By 31 December 2021 But reprofiled to <b>31 March 2022</b></p>	<p>Delivery reprofiled</p>	<p>The Roadshow concept (which is usually face to face) needs to be reviewed to take into account the current restrictions placed upon us by the Covid19 pandemic. This will be reviewed when we return to an office environment</p>
<p>Review and re-design of corporate and local induction to reduce silo working and set expectations from the outset, to include:</p>	<p>Time spent in the CSC, as the face of the Council will be mandatory for all new starters. Each new starter will spend a minimum of two days working directly with at least two teams that their new role will require them to interface with, in the first 12 weeks of their employment.</p>	<p>By 31 March 2022</p>	<p>On track</p>	<p>Agreement in principle from CSC to host new starters but Covid-19 rules resulting in home working may restrict some activities.</p>
<p>A commitment that all staff, irrespective of their role or level in the organisation, can spend up to five days per year, working in, or shadowing in another department, to improve their understanding and make important links.</p>	<p>Take up of developmental opportunity to work in another department or team. An opportunity to blog and share their learning and experience, to encourage take up.</p>	<p>31 March 2022</p>	<p>On track</p>	<p>Pro-forma to be designed and distributed to all department managers to identify work shadowing opportunities in their direct area. Details of all opportunities to be shared on intranet so that managers can</p>

				arrange. Covid restrictions have stopped office working so this will be put on hold until the new year.
Creation of “partnership timeouts” where different parts of the council who are internal customers to each other, can come together, review ways of working and reflect on how the customer transfers seamlessly between teams.	Creation of tool which can be used by teams who often interface to identify process improvements. Participants will gain a greater understanding of the work of different teams and departments and have greater insight and awareness of the impact of their work on other teams.	31 March 2022	On track	Tool to be developed at start of new year to reflect the working arrangements in force at the time. This will be linked to the Values and Behaviours to ensure everyone has a mindset to look at continuous evolution of the customer journey.
In recognition that silos take place in hierarchy, as well as across teams, take steps to empower front line teams and individuals to take action and make changes to practices, for the benefit of their customers.	Creation and delivery of OD tools to support leaders to encourage the whole team, irrespective of role or grade to lead innovation and service change (measured by the staff survey?). Staff should contribute ideas and suggestions for change and take decisions for the benefit of their customers.	31 March 2022	On track	Tool to be developed at start of new year to reflect the working arrangements in force at the time. Draft of leadership programme approved and going out to tender. This is linked to work on Agile Charters and will be embedded in team meetings and management programmes.



## Theme 4 – Performance and Staff Development

### Key Achievements over last 3 months

- Roll out of i-Perform completed and being used for all Annual Reviews.
- Delays in the completion of reviews by managers has limited the data available but recent chase up mean that more data will be available at the end of August.
- Proposed content of Management and Leadership Development programme agreed by senior team.

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	0
On track	On track	11
Planning underway	Planning underway	1
Delayed / Unknown	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	2
<b>Total</b>		<b>14</b>

Page 81

COMMITMENT		Key Milestones	'RAG' Rating	Update
We will create a strong development process				
Design and implementation of development programmes linked to succession planning and building organisational resilience	Proactive management of individuals to ensure stretch, personal development and improve likelihood of retention Identification of business critical roles, vacancy risk and pipeline prospects for short, medium and long-term Staff Ambassador group and management forums to discuss, benchmark and review current data	<b>Target date re-profiled to 31 March 2022</b>	Delivery re-profiled	The new Leadership programme will also have links to the values and behaviours expected. As this is still in progress (see Theme 2) there will be a slight knock on effect with some sections of the programme. Recruitment of Executive/Group Head Assistant (GHA) has completed with two people taking up their roles in Nov 2020 and the

				remaining two at the start of the 2021 financial year. Draft of new leadership programme approved and going out to tender. This is also linked to work on Agile Charters. New target date for launch of programme by March 2022
Revise and refresh our development offering for all staff to facilitate good quality performance management, set clear objectives linked with our Council Plan and reflect how our organisational values are being demonstrated. Need to focus on the WHAT and HOW part of the role	Roll out of refreshed development approach  100% of staff and managers have completed their annual reviews with clear objectives set and a personal development plan in place	1 October 2021	On track	New i-Perform system launched in April 2021 and will support the identification of development areas for staff and support the introduction of clear objectives, regularly reviewed within the i-perform platform. The HOW part will also link with the development of new values and behaviours – how we expect staff to behave.
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	1 October 2021	On track	There is agreement to recruit 6 apprentices across the council and this is on-going; however the current restrictions on office working due to Covid will need to be considered when reviewing the management and supervision of new apprentices. Whilst the pandemic has delayed the launch of new positions, we still intend to offer apprenticeships to school/college leavers. Applications for Kickstart positions have not been as successful as intended; however we have been able to recruit 2 Kick Start apprentices and continue to seek more.

Make full use of the apprenticeship levy to support learning and development and career progression.	All funds used. Demonstrable impact of learning for the individual and the organisation.	Review by 1 April 2021	On track	Subject to the above we are on-target to make full use of the Levy
Develop a comprehensive approach to succession planning which incorporates planning for roles which are: Hard to Fill Business Critical (i.e. a potential single point of failure) Have an ageing workforce profile	Identification of all “single points of failure” roles will be a starting point to prioritise development needs. HR to create a central list so that risks can be identified.	By 1 April 2021. Work has commenced and completion has been reprofiled to <b>1 October 2021</b>	On track	Pro-forma developed that will enable HR Business Partners to collect information from relevant line managers. This initiative has re-started and data is being collected by HR.
HRBP's to hold information of who can step into each role at short notice.	Ensure there are no “Single Points of Failure” within the workforce.	As above	On Track	Work has commenced on this area and areas where staff will be required to be redeployed is underway. Data still being collected and issues being identified. A report will be issued in September 2021.
We will work with partners to explore opportunities to create a comprehensive graduate and / or degree placement programmes, designed to attract and retain high calibre graduates	Successful programme in place with strong feedback from graduates.	By 1 September 2022	On track	Sign up process for new National Graduate Development Programme to commence by end of 2021 calendar year.
<b>COMMITMENT</b> Prioritise the development of all of our people		<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Build in the concept of “everyone is a leader at Watford” into our recruitment and on-boarding programmes, as well as our work with colleagues at all levels of the organisation	Currently, 32% of staff survey respondents feel that they cannot contribute to ideas for improvement / ways to do things differently (and another 3% didn’t know). Success to be measured by a statistically significant improvement in staff survey results.	By 1 August 2022	On track	When launched the new Leadership programme will contain a module on Continuous Process Improvement to highlight that everyone can contribute to improvements. (See commitment above to develop a strong development

	Support in first line leadership, middle leadership and senior leadership programmes, emphasising the benefits and risks of leadership styles that lead to constant improvement.			process). Induction programme being updated to include session on looking into process and service improvements. Content of new Management / Leadership programmes agreed and new supplier being sought. Induction programme to be updated for next cohort. Also undertaking a review of Mandatory e-learning requirements
Review training and promotion data by workforce profile, so that we can assure ourselves that under-represented groups are both accessing the development required and successfully achieving promotions, in our organisation.	Assurance that under-represented groups access the same level of development and achieve promotion at the same rate as all staff.	By 1 August 2022	On track	Additional request sent to all staff for them to add personal characteristic information to their profile. HR system also being configured with current and historical development information and this will enable analysis of workforce strengths.
Launch and integrate our new performance review system, i-Perform for regular 1:1 check –ins and annual reviews (appraisal) so that all staff feel it’s a worthwhile exercise: - Incorporation of interests and passion, as well as career development discussions. - Use the annual review as an opportunity to nurture all talent, irrespective of grade or role - Carefully link the role back to the objectives of the organisation so that everyone understands how they make a difference	Currently, 18% of our staff feel that the annual review is not of value to them (and a further 8% did not know!). We want our people to look forward and see the value of an annual review. The success will be an improved rating of the quality of the conversation (measured by the staff survey).	By 1 October 2021	On track	New i-Perform system launched 1 October 2020 and is available to all staff. Regular reviews will take place to determine its effectiveness. Information on interests will be collected to link in with the development of agile mind-sets (see 2nd commitment in theme 3). The new i-Perform process specifically links personal objectives to that of the organisation. We will be reviewing outputs every quarter to ensure the collected information is relevant. New i-Trent HR system also being configured with current and historical

				development information and this will enable analysis of workforce strengths.
<b>COMMITMENT</b> We will encourage and actively develop our aspiring leaders		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Our new 'Watford Leads' development programme will build management skills and confidence amongst all team managers and leaders (3rd tier managers).	All 3rd tier managers will complete the course over time. Participants will deliver a specific business improvement project in the workplace. All events to have a cross section of departments represented. Positive feedback from participants. Colleagues feel supported by their manager – measured by the staff survey (baseline to be set following next survey)	By 1 December 2021	On track	While the planning of a programme is underway and ideas for holding remotely are considered, the impact of Covid must be taken into account. Content of new Management / Leadership programmes agreed and new supplier being sought.
Introduce a 'first steps to leadership' programme to cover the main principles of leadership and Watford's Council policies and processes.	Course designed. Selection and evaluation approach agreed. Aspiring leaders feel supported to develop their career – measured by course evaluation (baseline to be set). Positive feedback from participants. Improved compliance with corporate policies.	By 1 April 2021 with full implementation reprofiled for completion by <b>1 October 2021</b>	On track	Leadership development has taken place, mainly remotely, with follow up sessions planned. The programme will have close links with output from Theme 2 - Values and Behaviours project. Content of new Management / Leadership programme outline agreed and new supplier being sought. Intention is to launch the programme in Q4 2021/22
<b>COMMITMENT</b> We will create an enviable programme of leadership development		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Pilot and roll-out a new leadership competency framework, that is	Managers use feedback to create their personal development plan – measured through performance review scores.	By 1 April 2021 but reprofiled to <b>April 2022</b>	Delivery Reprofiled	Pilot complete and roll-out commenced. Re-profiled to April 2022 that will link in

linked to the annual review process	Managers visibly demonstrate the qualities set out in the Framework, measured via regular 1; 1 check-in meetings and annual review process. Increased opportunities for secondments and career progression for aspiring leaders – measured by staff survey (baseline to be set)			with new Leadership Development Programme Launch
Support leaders to link workforce and succession planning – forecasting the type and number of roles and skills needed for the future and create learning and development plans to support their team development.	All leaders received appropriate training tools and support to complete their workforce plans. All services have a workforce plan in place, aligned to the annual business planning cycle.	1 October 2021	On track	Review workforce plan with leaders to ensure appropriate individual development plans are in place to satisfy future needs. Re-profiled to 1 October 2021 that will link to Theme 2 Outputs. Linked to critical worker exercise (single point of risk). Data still being collected and report expected in September 2021

Part A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** Thursday, 21 October 2020

**Report author:** Head of Enterprise Programme Management Office

**Title:** Covid-19 – Our Road to Renewal

## 1.0 Summary

- 1.1 Covid-19 and the subsequent lockdown has had a significant impact across the town and council. Watford Borough Council were one of the first in the country to launch a Renewal Plan as part of our new Strategic Framework in July of last year. The plan set out how we could support our community, businesses and our own staff as the first wave of the pandemic subsided. The plan has provided a clear focus for the council and allowed the realignment of resources as the focus changed from the initial incident response to helping our community, businesses and staff to recover.
- 1.2 Much has been achieved since last July when the Road to Renewal Plan was first published. Unprecedented support has been provided to businesses across the town with a significant number of grants issued, business engagement enhanced and a number of specific support initiatives progressed, including the Wenta business recovery scheme, the launch of WhatsApp for business and the development of our key accounts scheme. Similarly, we have continued to provide support to some of the most vulnerable in our community, have successfully bid for a number of central funds to contribute towards our target of achieving zero rough sleepers and raised nearly £180,000 for local voluntary organisations. The council made a conscious decision to focus on 'renewal', rather than 'recovery', using the council response to Covid-19 as a springboard to fundamentally change how we work with our local businesses, engage with our community and how we deliver our services internally.
- 1.3 Progress on the Road to Renewal plan has been reported to Cabinet and Overview and Scrutiny Committee on a quarterly basis with the most recent report having been noted by Cabinet on 7 June 2021. Internally, a weekly Renewal Coordination Board, chaired by the Managing Director, has overseen delivery.
- 1.4 However, the delivery of the plan has not been without challenge. Whilst our planning ensured that we were prepared for a second wave of the virus and were able to maintain services throughout the subsequent lockdowns, there has been a need for the plan to remain agile, adapting in line with the circumstances and government guidelines as they responded to the changing nature of the pandemic.

As a result, some activities, particularly in relation to reopening and activities post-lockdown, have needed to be undertaken on multiple occasions. Similarly, other activities, such as events bringing the community together, have not been possible in light of ongoing government guidance.

- 1.5 Whilst the government has announced plans to manage Covid-19 over the Autumn and Winter months, the vaccine roll out is progressing well and so it is a good opportunity to review our Road to Renewal plan to ensure that it continues to best meet the needs of our local community. At the time our existing plan was developed, we did not know how long the restrictions would be in force for and could not have foreseen additional lockdowns in November and at the beginning of this year, considerably impacting our community, businesses and staff. Nevertheless, robust service and business continuity planning as part of our original Road to Renewal plan meant that the organisation was prepared for these eventualities and was subsequently able to respond appropriately with minimal impact on the delivery of our front line services.
- 1.6 Furthermore, the council has continued to work closely with the County Council, our neighbouring authorities and partners to ensure that we achieve a holistic recovery and can benefit from strategic alignment across Hertfordshire. The council's Managing Director has remained the chair of the county-wide Recovery Coordinating Group, made up of representatives from Hertfordshire County Council, Hertfordshire District and Borough Councils, the police, the NHS, Hertfordshire Local Enterprise Partnership and Hertfordshire Growth Board, ensuring that the council continues to play a key role within the county. There remains a strong appetite amongst partners to continue working collaboratively to maximise the impact of recovery and there has been agreement to enter into a statement of intent to that effect. Refreshing our own Road to Renewal plan at this time provides an opportunity to ensure that our plans align to the strategic recovery across the County, even as we continue to input and influence those plans.
- 1.7 Our refreshed Road to Renewal plan, shown as Appendix 1 to this report , details the specific activity to be undertaken by the council in order to lead the renewal work over the next 12 months. As well as alignment with the Council Plan, it builds upon both the positives, such as the overwhelming community-spirited reaction to the crisis, and the lessons learnt from the council's initial response.
- 1.8 It should be noted that recovery from Covid-19 is expected to take much longer than just 12 months but, given the announcement from Central Government on the plans for managing the virus over the Autumn and Winter of 2021/22, the future impact of the pandemic remains uncertain and so an opportunity to pause and review the plan and our ongoing response to support residents and businesses during 2022 will be beneficial. This will also then align with the publication of our new Corporate Delivery Plan, replacing the existing Delivery Plan which runs until 2022. Given the far-reaching impact of Covid-19, it is anticipated that this will



provide an opportunity to review the council's strategic direction through the lens of renewal and ensure that renewal becomes embedded in our business as usual activity. A review in 12 months time will provide us with the opportunity to assess this position.

## 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)
Our Road to Renewal Plan does not align with the Council Plan and wider council ambitions	Council priorities are unclear or conflicting leading to an ineffective response by the council in relation to renewal	Council Plan, Delivery Plan and Road to Renewal Plan were developed in conjunction with one another and form a comprehensive package of activities designed to support the post-Covid renewal across the town and within the council whilst aligning to the longer term strategic direction of the organisation. Clear objectives have been identified within the refreshed Road to Renewal Plan which support the delivery of Council Plan themes and commitments and the proposed 12-month time period for the refreshed plan will allow this to align with the development of the new Delivery Plan in 2022.	Treat	4
Our Road to Renewal Plan is not adopted by the council	No clear direction for the council to support renewal in the town and the agility needed to ensure that the plan continues to serve the needs of the community	The Road to Renewal Plan is refreshed and approved by Cabinet, allowing the council's focus to best reflect the current reality and impact of the pandemic.	Treat	4
Our Road to Renewal Plan is adopted but cannot be delivered	Town and council do not deliver the renewal as effectively as they could. Perceived lack of leadership and support	An appraisal of resourcing requirements has been undertaken in relation to the activities identified within the Road to Renewal Plan. This has included specific project management resource to drive forward and deliver the plan. This has been aligned to the corporate budget position prior to approval. A robust governance and reporting structure has also been established to ensure ongoing momentum and appropriate levels of scrutiny	Treat	8
Our Road to Renewal Plan does not allow for an agile response	Council's support for renewal is not as effective as it could be	It is acknowledged that the Road to Renewal Plan details key activities for the delivery of the objectives but there may be need to accelerate, amend or stop these plans in light of the fast changing external	Treat	8

to the changing external environment		environment. The governance structure in place allows for a formal change control process so that decisions to deviate from the Road to Renewal Plan are not made in isolation and with full overview of the Renewal Co-ordination Board. The approval of an updated plan provides an opportunity to pause and reset the plan so that it best serves the needs of the community given the current reality.		
The council's own ambitions in relation to renewal do not align with county-wide plans	Renewal is not as effective as it could be and opportunities to align renewal at a strategic level are not utilised	Statement of Intent in relation to ongoing collaborative working across Hertfordshire has been agreed, along with key areas of cooperation. The council will continue to play a key role in inputting and influencing the county-wide approach, working closely with our partners at county and district level, as well as the Hertfordshire Local Enterprise Partnership, Hertfordshire Growth Board, Hertfordshire Constabulary, the NHS and our active voluntary sector,	Treat	6

### 3.0 Recommendations

3.1 It is recommended that:

- The Road to Renewal Plan work stream objectives outlined in this report are noted by Overview and Scrutiny Committee
- The Road to Renewal delivery actions (Appendix 1) are noted by Overview and Scrutiny Committee
- Progress on delivering the Road to Renewal delivery actions will continue to be reported on a quarterly basis to Cabinet and Overview and Scrutiny Committee

Overview and Scrutiny Committee should also note that the actions outlined in this report will continue to contribute to the delivery of the Council Plan 2020-2024.

#### **Further information:**

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**Report approved by: Donna Nolan, Managing Director**

### 4.0 Context – Renewal

The renewal phase is an integral phase of the Watford's response to Covid-19 and can be defined as:

*“The process of rebuilding, restoring and rehabilitating the community following an emergency”*

4.1 To be successful, our renewal process will have certain key focus points and features:

- Co-ordination – it should act in line with an agreed aim and objectives, and be managed in line with accepted governance, co-ordination and decision making processes. This includes at a local, regional and national level.
- Focus points – renewal should support the restoration of emotional, social, economic and physical wellbeing. A key point, which is pertinent in these circumstances particularly, is that the process of restoration may reflect a ‘new normality’ as for many, life may never be the same again.

4.2 In respect of the current pandemic, the County Council established a Hertfordshire

wide Recovery Coordinating Group last year. The Managing Director represents the council on this group and has a lead role. The Hertfordshire Recovery Coordination Group is continuing to lead on Covid-19 activity at a County-Level and all Districts are feeding into a Herts-wide plan where benefit can be achieved through collaborative and cross-county working.

- 4.3 To support this work, the county council, as well as all districts, and key partners such as the Hertfordshire Local Enterprise Partnership (LEP), the NHS, Hertfordshire Constabulary and Hertfordshire Growth Board, have agreed to enter into a shared statement of intent, emphasising a determination to continue working collaboratively in the interests of residents, businesses and communities across Hertfordshire. As such, the council's own Road to Renewal plan closely reflects the identified thematic areas proposed at a county-wide level; community, economy, health and wellbeing and public sector service delivery.
- 4.4 This work does not detract from the activities outlined in our Road to Renewal plan, but rather complement and support them. As such, it is important that the council retains a suitable framework enabling it to link in to county-wide structures, whilst leading a co-ordinated effort in respect of the local community. Whilst local renewal efforts should be tied in with the county-wide work, it is important that these are nuanced to suit the needs of individual localities.
- 4.5 In July of last year the council therefore established its own Renewal Co-ordination Board, chaired by the Managing Director and attended by the Shared Director of Finance, Group Heads of Transformation, Place Shaping and Community and Environmental Services, the Executive Head of Strategy and Communications and the Head of the Enterprise Programme Management Office. This group has been responsible for leading the renewal work streams and ensuring the ongoing management of dependencies, risks and issues. The Managing Director has reported to the Elected Mayor on a regular basis and, as part of the Strategic Framework Quarterly Progress Report to Cabinet and Overview and Scrutiny Committee, an update on progress of relevant renewal activity has been provided throughout the last 12 months and this will continue.

## **5.0 Background and Focus**

- 5.1 There is little doubt that Covid-19 has had a significant impact across the country. This applies not only to the ongoing response to the pandemic which remains subject to Central Government announcements, but also in relation to the future and the inevitable renewal required. There should also be little doubt that Covid-19 renewal will require significant focus over the coming years; the impact of the pandemic is not going to be something that can be resolved in a matter of months.
- 5.2 Whilst the economic impact of Covid-19 is clearly significant, the Road to Renewal Plan is not restricted to a focus solely on economic renewal. To ensure that

appropriate focus and resource is committed to supporting a holistic renewal of the town and council, three work streams have been established which closely align to those proposed at a county-wide level:

- Community
- Business and Economy
- Organisational Renewal

These work streams are also consistent with the themes of the Council Plan to create a 'thriving, creative and diverse town', a 'healthy and happy town' and a council that 'serves our residents'. However, the plan should not be read in isolation. It is also closely aligned to the council's Organisational Development Strategy which recognises the significant effort and input from staff in delivering the council's response to the pandemic and the need for their support as we progress our plans for renewal. Following an enhanced focus on our strategic direction, our Road to Renewal plan similarly supports the delivery of a number of corporate strategies including our Cultural Strategy and Voluntary Sector Strategy. It will also support the development of our Sustainable Transport Strategy, Town Centre Framework, our Place Based Narrative and key programmes, such as the Town Hall Quarter. Specifically, the 'Business and Economy' work stream will also link in directly with the recently approved Economic Growth Strategy, representing the on-the-ground delivery of our support for businesses and the local economy.

- 5.3 Each work stream will be led by a Group Head of Service reporting directly into the council's Renewal Co-ordination Board. In line with the council's standard programme management methodology, progress will be closely monitored and risks, issues and dependencies actively managed. Monthly update reports will be submitted to Tactical Portfolio Holder meetings so that members remain equally informed.

## **6.0 Work Streams**

- 6.1 Each of the established renewal work streams has a specific focus underpinned by a list of clear objectives. These are linked directly to specific activities within the Road to Renewal Plan. Each activity simultaneously supports a key Council Plan commitment, ensuring necessary alignment across the scope of activity being undertaken by the council over the next 12 months. This will ensure that the council is clear about its priorities and enable the response to be as effective as possible.

### **6.2 Work Stream 1 - Community**

- 6.2.1 The community response to Covid-19 across Watford was positive, strong and highlighted the huge number of community, voluntary and charitable groups that exist within the town. Supporting the Council Plan theme to create 'a healthy and happy town' and aligned to the county-wide priorities for community and health and wellbeing, the Community work stream, led by the Group Head of Community

and Environmental Services, seeks to harness this positive aspect of the recent crisis as well as identifying how our community can be supported following the ongoing response to Covid-19 and the subsequent lockdowns. This will include maintaining and utilising the army of volunteers who signed up to help the most vulnerable in our community, ensuring that those who need it continue to be supported, including those with mental health issues and those who are digitally isolated, and celebrating the town's community response to the crisis.

6.2.2 With this in mind, Community work stream will deliver our Delivery Plan commitments to:

- Commemorate Watford's response to Covid-19
- Develop services to support our residents' health and wellbeing, including those with mental health issues
- Support the voluntary sector in Watford to provide positive outcomes for those in need
- Address digital isolation

6.3.3 Specifically aligning with the county-wide activity, the Community work stream will address mental health concerns, feed into the development of a shared health and wellbeing strategy, deliver plans to sustain community activation and contribute, in conjunction with our corporate Delivery Plan 2020-22, to celebrating heritage, culture and leisure, addressing homelessness and housing delivery and protecting our green spaces and environment.

6.2.4 The above objectives will be delivered by a range of specific activities. Full details of the activities planned to meet the council's renewal objectives in relation to the Community work stream can be found within Our Road to Renewal Plan in Appendix 1.

### **6.3 Work Stream 2 - Business and Economy**

6.3.1 The economic consequences of Covid19 are likely to be significant for Watford. With one of the Council Plan's themes being to 'create a thriving, diverse and creative town', this work stream, led by the Group Head of Place Shaping, provides a focus on how the council can not only support the local economy to survive the economic shock of lockdown but also to revive and then thrive.

6.3.2 Significant progress has been made in this area over the past 14 months. We have revolutionised the way in which we engage with our local businesses through a fundamental review and relaunch of our business forums, the introduction of our key accounts programme and the implementation of our business CRM. We have supported the High Street to reopen by launching our Summer of Fun events

programme, continuing to provide public health advice for businesses and facilitating social distancing in the town centre through the use of road closures, signposting, marshalling and planters. We have launched the UK's very first Whatsapp High Street and effectively and efficiently administered a whole range of grants to support businesses impacted by lockdown.

6.3.3 We have also developed our new Economic Growth Strategy and, based on this, a comprehensive programme of activity has been established within the Business and Economy work stream to drive forward the economy of the town supporting the re-opening of the Town Centre, invigorating small and medium businesses and attracting and retaining big businesses. Building upon our recent Levelling Up Fund bid to Central Government, the Business and Economy work stream will therefore focus on the delivery of the following Economic Growth Strategy priorities:

- Develop a thriving and productive Economy
- Support our key sectors
- Create a new economic future for the Town Centre
- Support our communities to access opportunities
- Create the right environment for sustainable growth

6.3.4 To deliver the scale of the council's ambition outlined in the Economic Growth Strategy, the Business and Economy work stream will have the following objectives:

- Maximise the benefits of working across Hertfordshire to help shape our economic future and respond to current challenges
- Support businesses to thrive
- Ensure employment space and Investment opportunities are available
- Support our key sectors
- Create Watford's Place Based Narrative and marketing approach
- Support Town Centre businesses
- Develop a planning framework for Watford town centre to encourage investment and improve accessibility
- Further enhance the marketing and promotion of Watford Town centre
- Ensure Watford residents benefit from economic growth and as a council consider how inclusive our economic decisions are
- Deliver an effective and efficient infrastructure
- Manage environmental impact across the Borough



- 6.3.5 Specifically aligning with the county-wide activity, the Business and Economy work stream will contribute to the Hertfordshire ambition to upskill and reskill residents across the county, improve digital infrastructure, support key sectors, incentivise new and expanding businesses and focus on Town Centre recovery and regeneration.
- 6.3.6 The above objectives will be delivered by a range of specific activities. Full details of the activities planned to meet the council's renewal objectives in relation to the Business and Economy work stream can be found within Our Road to Renewal Plan in Appendix 1.

#### **6.4 Work Stream 3 - Organisational Renewal**

- 6.4.1 The council has operated very effectively throughout the pandemic and continues to do so with service and project delivery having continued with relatively limited impact to customers and good levels of performance maintained throughout. Linking in with the Council Plan ambition to create 'a council that serves its residents', the Organisational Renewal work stream, led by the Group Head of Transformation, has focused on the activity needed to respond to the impact of the pandemic on the organisation and our staff.
- 6.4.2 Since approval of the Road to Renewal plan in July 2020, we have worked to address any backlog caused by Covid-19, have put in place a number of Covid-19 safety measures for our staff and customers, supported the opening of a vaccination centre at the Town Hall, undertaken risk assessments across the organisation and launched new service plans organisation-wide to ensure collective delivery of our Council Plan. We have also updated our policies and processes, increased the ability for our customers to transact with us online and introduced a whole range of support measures for staff, including a specific focus on health and wellbeing and mental health.
- 6.4.3 The immediate future, however, remains uncertain. Central government has suggested that restrictions may return over the winter months if Covid-19 and other seasonal viruses place pressure upon the NHS and it is therefore important that the council is in a position to positively react to these changes, ensuring that service delivery can be maintained and we are able to respond to any new challenges.
- 6.4.4 With this in mind, the Organisational Renewal work stream will deliver our Delivery Plan objectives to:
- Manage our organisational renewal post Covid-19
  - Ensure that the council's future office accommodation is fit for purpose
  - Embed resilience across the organisation

- Deliver the council's financial recovery

6.4.5 Specifically aligning with the county-wide activity, the Organisational Renewal work stream will address public sector resilience and preparedness, building upon the work which allowed us to continue successfully operating in challenging circumstances through the second and third national lockdowns.

6.4.6 The above objectives will be delivered by a range of specific activities. Full details of the activities planned to meet the council's renewal objectives in relation to the Organisational Renewal work stream can be found within Our Road to Renewal Plan in Appendix 1.

6.4.7 Our Organisational Renewal work stream will also be delivered in the context of our Reimagining Watford project, as part of the Town Hall Quarter programme. The positive way in which our staff have responded to the pandemic and the impact on their ways of working over the past 16 months has enabled us to continue consistent service delivery. However, engagement with our staff has also indicated that they have enjoyed the greater flexibility of working from home and in a more agile way, although the lack of face to face contact has made collaboration challenging. Reimagining Watford seeks to harness some of the benefits gained from this agile way of working, such as a better work/life balance, decreased costs for accommodation and less vehicles on our roads, whilst addressing the desire for increased collaboration and networking. The Organisation Renewal work stream will be a key strand in the delivery of this vision by overseeing the introduction of hybrid technology, supporting our staff to enable them to work in a new and flexible way and linking in with the Town Hall Quarter programme ambition to create modern, fit for purpose, sustainable and value for money officers for our staff to collaborate in.

## **7.0 The need for agility**

7.1 The ongoing uncertainties associated with the pandemic are likely to continue with the long term impact to the local, regional, national and global economy making it almost impossible to look further ahead at this juncture. This has been confirmed by the government's recent announcement relating to the plans for Autumn and Winter 2021/22 in which the high degree of uncertainty which surrounds the pandemic and the national reaction to the virus was emphasised.

7.2 In light of this, the Road to Renewal plan governance has been designed to ensure that the council can continue to react in as agile a way as possible in delivering the Plan, whilst maintaining clear decision-making and accountability. A robust change control process will be applied so any deviation from the approved Road to Renewal plan can be assessed and formally approved with appropriate oversight and an understanding of the impact on deliverables elsewhere within the programme of

works. The established reporting lines to the Renewal Coordination Board, who will meet on at least a fortnightly basis, will ensure ongoing oversight of any changes.

## **8.0 Implications**

### **8.1 Financial**

8.1.1 The Shared Director of Finance comments that a renewal budget of £1.2m was approved by Cabinet upon the approval of the original Road to Renewal plan. To date, this budget has funded a number of key initiatives for the town, including the Watford Market Lates event, Watford Outdoor Theatre, development of our voluntary sector strategy, High Street planters to aid social distancing whilst improving the street scene, our business CRM and an enhanced focus on economic development and town centre support. Budget has also been committed to supporting the next phase of the Watford Junction gateway scheme and project resourcing meaning £695,200 of the overall budget remains.

8.1.2 As previously, any requested draw down of funds from the Renewal budget will be made via a formal funding request to the Renewal Coordination Board initially with subsequent review by Tactical Portfolio Holders and approval by the Elected Mayor. However, it is recommended that the approval of expenditure of less than £5,000 is delegated to the Managing Director in her capacity as Chair of the Renewal Coordination Board.

8.1.3 In terms of the financial recovery of the organisation itself, this will be managed through the Organisational Renewal work stream and will be overseen by the Shared Director of Finance. However, it should be noted that the council's financial position is stronger than many other authorities as a result of our property investment portfolio which continues to be carefully managed and overseen by the Property Investment Board.

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

8.2.1 The Group Head of Democracy and Governance comments that the legal implications are contained within the body of the report.

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

#### **8.3.1 Equalities Impact Assessment**

Under s149 (1) of the Equality Act 2010 the council must have due regard, in the exercise of its functions, 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 them
- foster good relations between persons who share relevant protected characteristics and persons who do not share them.

As the Road to Renewal plan represents a significant package of activities, an equalities impact analysis was undertaken upon development of the original plan. The Equalities Impact Assessment has since been reviewed in line of this refreshed plan and the conclusions of the analysis remain that nothing contained within the Road to Renewal Plan will adversely impact upon a person with protected characteristics.

The Equality Impact Analysis notes that, like all organisations and local authorities, Watford is restricted by the national guidelines relating to social distancing. If these are reintroduced as a result of a localised outbreak, some of the community events planned could not be attended by individuals shielding. However, the council will continue to follow national guidance and should there be a localised outbreak of Covid-19, it is unlikely that any such event would go ahead.

### 8.3.2 Data Protection Impact Assessment

Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

## 8.4 Staffing

8.4.1 It is recognised that Our Road to Renewal represents a significant level of additional activity for the council. However, staffing is anticipated to remain the same as previously approved.

8.4.2 It should also be noted that it has been the resilience and dedication of our staff which has enabled to council to continue operating so effectively throughout the pandemic. Our Organisational Development Strategy, approved as part of the Strategic Framework in July 2020, acknowledged the integral role that staff play in the delivery of services for our residents, businesses and community. Staff have continued to work effectively throughout the pandemic, in many cases and in common with employees across the country, balancing home working with maintaining service delivery in challenging circumstances. Many members of staff were redeployed to other service areas or to directly support our Covid-19 response on the front line. Others were able to continue service delivery whilst working in a completely different way from usual and with reduced resources. A range of support and recognition schemes have been in place and our refreshed Road to

Renewal plan should be read in conjunction with our Organisational Development Strategy and our ongoing efforts to support, invest in and recognise the significant work undertaken by staff from across the council.

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

8.5.1 Having reviewed the Road to Renewal Plan in line with section 17 of the Crime and Disorder Act 1998, it is not considered that any activity provided within the plan would increase crime and disorder in the area.

## **8.6 Sustainability**

8.6.1 The Road to Renewal Plan recognises the opportunity for both the town and council to emerge from the Covid-19 crisis in a sustainable way. The plans for the town under the Business and Economy work stream specifically reference the need to support low carbon businesses and include a whole range of sustainable transport plans, building upon the Sustainable Transport Strategy which is currently out for consultation.

## **Appendices**

- Appendix 1 – Our Road to Renewal plan

## Watford Borough Council Road to Renewal Plan

### Work Stream 1: Community

Page 102

<b>DELIVERY PLAN OBJECTIVE</b>	
Celebrate our diversity, heritage and culture to make Watford a place for people to succeed from childhood to old age	
<b>Commitment</b>	
Commemorate Watford's response to Covid-19	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>• We will work with our community to provide opportunities for reflection and commemoration of Covid-19.</li> <li>• We will acknowledge the sacrifice made by key workers on behalf of the town, its residents and businesses.</li> <li>• We will bring together and thank our community for the town's collective response to Covid-19.</li> <li>• We will recognise the community spirit across the town during the pandemic.</li> <li>• We will collectively reflect on the personal losses of the town's citizens.</li> </ul>	As part of the Queens' Jubilee Green Canopy, we will establish a ring of trees in the Cassiobury Park around the Bandstand which can also act as a place of reflection for residents of all backgrounds and cultures
	Work with our community to design and install a Public Arts memorial to mark the pandemic
	Partake annually in NHS, Social Care and Frontline Workers Day, marking the service and sacrifice of all frontline workers who have served the town throughout the pandemic
	Launch and continue to promote our Community Hero scheme, recognising those who have contributed to the town's response to Covid-19 and those who are integral to supporting our renewal
	Support the Watford BID 'above & beyond' awards to recognise the significant contribution made by individuals to support our town centre
	Lead a town-wide remembrance event to bring our town together and recognise those residents who have list their lives throughout the pandemic and the families and communities that have been impacted by Covid-19

<b>Commitment</b>	
Develop services to support our residents' health and wellbeing, including those with mental health issues	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will ensure that support is in place for residents whose mental health has been impacted by Covid-19 and subsequent lockdowns.</li> <li>We will support our residents who are asked to self-isolate</li> <li>We will assist residents to make informed decisions about Covid-19 vaccinations</li> <li>We will continue to practically support the vaccine roll out across the town</li> <li>We will work to reduce health inequalities</li> </ul>	Provide support for residents whose mental health has been impacted by Covid-19 through the Watford Healthy Hub and other measures
	Continue to effectively and efficiently administer test and trace payments to those residents asked to self-isolate and provide targeted education to the community in order to address non-observance of self-isolation rules
	Ensure accurate information on Covid vaccinations reaches all areas of our community by continuing to work closely with faith groups, community leaders and others across the town to relive any winter pressure on our health and care services
	Facilitate the vaccination effort, including the booster jab programme, by utilising space at the Town Hall as a vaccination centre and continue to arrange walk in vaccination centres for residents of all ages
	Collaboratively work with internal and external stakeholders to reduce health inequalities in relation to vaccine uptake, and engage with disadvantaged groups within our communities to address any issues that may be barriers to them being vaccinated
	Continue our ambitious events programme, including utilising green spaces across the borough, to promote the use of award winning parks and contribute towards the health and wellbeing of our residents
	Work with the County Council, Hertfordshire district and borough councils and other key partners, such as the Hertfordshire Growth Board, Hertfordshire Local Enterprise Partnership, Police and NHS to develop a shared health and wellbeing strategy that will benefit all of our residents
<b>DELIVERY PLAN OBJECTIVE</b>	
Work even more closely with the voluntary and community sector, to build a resilient community where people support each other	
<b>Commitment</b>	
Support the voluntary sector in Watford to provide positive outcomes for those in need	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will support charities and the voluntary sector impacted by Covid-19.</li> <li>We will strengthen our relationship with the voluntary and charitable sector.</li> <li>We will support the voluntary sector to remain sustainable</li> <li>We will harness the positive joint working across the sector and with the council throughout Covid-19.</li> </ul>	Support the Voluntary and Community Sector to build financial resilience and diversify income streams alongside traditional fundraising
	Work with Watford and Three Rivers Trust (W3RT) to create a proactive action plan to better engage with all parts of the Voluntary and Community Sector, particularly those that support underrepresented communities (including those from ethnic minority communities and those smaller groups that may not have their own physical spaces) to enhance community cohesion

	Establish the Community Fund as a lasting pillar of support for Watford's voluntary sector
	Deliver our Voluntary Sector Strategy and associated action plan
	Building on the investment in our Colosseum and our focused support throughout the pandemic on our cultural organisations, engage with our Voluntary and Community Sector to ensure that their space requirements are understood and we work with them to find appropriate space across all of the community and cultural assets so that they can best serve the residents of Watford
<b>DELIVERY PLAN OBJECTIVE</b>	
Make sure our council is a caring and collaborative organisation that puts what matters to people at the heart of everything we do	
<b>Commitment</b>	
Address digital isolation	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will retain the strong volunteer network established during Covid-19 to help address the issue of digital isolation</li> <li>We will support those residents who do not have the skills to use digital devices</li> <li>We will support our residents from disadvantaged backgrounds who do not have access to digital devices</li> <li>We will ensure that information and advice in relation to the support is available</li> <li>We will ensure that we promote and champion digital device recycling</li> </ul>	Work with partners/volunteers/community groups to provide access to devices and digital training
	Develop a training programme to train volunteers to go out into the community and support people with using a range of digital devices including iPad, laptop, smart phone
	Source digital devices for distribution to the community to support the delivery of getting people digitally connected
	Help people to become digitally connected online by training them to use apps for grocery shopping and connecting with friends and family
	Support the development of a centralised database detailing resources available to support individuals
	Encourage businesses and organisations to contribute towards digital device recycling



## Work Stream 2: Business and Economy

<b>ECONOMIC GROWTH STRATEGY PRIORITY</b> Develop a Thriving and Productive Economy	
<b>Objective</b> Maximise the benefits of working across Hertfordshire to help shape our economic future and respond to current challenges	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will drive the economic recovery of Watford</li> <li>We will implement our Economic Growth Strategy plan</li> <li>We will support businesses to survive, restart and recover</li> <li>We will deliver commercial space</li> <li>We will create opportunities for businesses</li> <li>We will attract investment to Watford</li> <li>We will Review, Renew and Repurpose Watford's work spaces</li> </ul>	Maximise the benefits of working with Hertfordshire wide organisations
	Maximise the benefits from Watford's position at the heart of Functional Economic Market Area (FEMA) in South West Hertfordshire by aligning planning and other policies. This will ensure Watford benefits from and supports growth in other economic areas
	Maximise the benefits from the work of the Herts Growth Board
	Respond to challenges to the economy and community presented by the Covid-19 pandemic, working with Hertfordshire Local Enterprise Partnership as part of a cross Hertfordshire response and taking advantage of any funding opportunities, building upon the recent application for Levelling Up funding.
	Respond to opportunities and challenges presented by Brexit and the new regulatory framework working with Hertfordshire Local Enterprise Partnership
	Respond to the Climate Emergency

<b>Objective</b> Supporting Businesses To Thrive	
<b>What we want to achieve</b>	<b>How we will do it</b>
<i>Cont.</i>	Continue to develop effective engagement channels with businesses, so that we as a council we can champion their interests in Hertfordshire Local Enterprise Partnership, support networking and channel funding and signpost support to businesses where appropriate
	Continue to support businesses throughout the duration of the remainder of the pandemic
	Extend business engagement to encourage firms to make use of innovation funds and business support offers

	Use our account management system to help us understand the issues facing our largest employers
	Provide the conditions and assets, such as workspace, to encourage innovative companies to base and development themselves in Watford
	Support start-ups and scale-ups, including through the development of an Innovation and Incubation Hub as part of the Town Hall Quarter
	Review and relaunch Watford's Inward Investment Strategy

<b>Objective</b> Ensure Employment space and Investment opportunities are available	
<b>What we want to achieve</b>	<b>How we will do it</b>
<i>Cont.</i>	Protect existing employment space
	Work with developers to establish demand for high quality office space
	Deliver new employment space in the district, including a new Innovation and Incubation Hub as part of the Town Hall Quarter programme
	Work with the NHS to understand the timescale and support the extension of the Watford Hospital redevelopment
	Recognise the importance of the Watford Junction area and move forward with plans to create a new multi-purpose Watford neighbourhoods in this well connected area

<b>ECONOMIC GROWTH STRATEGY PRIORITY</b> Support our key sectors	
<b>Objective</b> Support our key sectors	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will leverage our sectors</li> <li>We will attract investment to Watford</li> </ul>	<b>Cross sector initiatives</b> Work with Herts Local Enterprise Partnership to develop and deliver sector action plans which support our key sectors and businesses

<ul style="list-style-type: none"> <li>We will drive the economic recovery of Watford</li> <li>We will implement our Economic Growth Strategy plan</li> </ul>	<b>Key sector identification</b> - <i>Professional Services, Creative, Cultural Digital and film, Healthcare (medical services, medical equipment and pharma), Retail, Leisure and Hospitality</i>
	Work with all sectors to understand their plans and priorities, accommodation and skills needs
	Seek to retain existing businesses and work with them to attract similar businesses to co-locate here
	Prioritise key sectors in the Inward Investment Strategy
	Work with Hertfordshire Local Enterprise Partnership, neighbouring districts and Herts Growth Board on a Creative and Screen Industries Working Group.
	Work with cultural entrepreneurs to establish the demand for space for cultural enterprises and identify opportunities to provide it
	Work with film studios, town centre strategic partners, Watford BID and high street occupiers to establish the potential to adapt the town centre so it can be used more regularly for filming

<b>ECONOMIC GROWTH STRATEGY PRIORITY</b>	
Create a new economic future for the Town Centre	
<b>Objective</b>	
Create Watford's place based brand narrative and marketing approach	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will reimagine the High Street, public realm and outside space</li> <li>We will champion and promote Watford effectively</li> <li>We will attract investment to Watford</li> <li>We will Review, Renew and Repurpose Watford's Town Centre</li> </ul>	Develop a shared vision, strategy and town centre partnership management approach for Watford town centre which aligns with our wider place brand narrative across the town
	Ensure that Watford town centre promotes a diverse experience and is a welcoming place

<b>Objective</b> Supporting Town Centre businesses	
<b>What we want to achieve</b>	<b>How we will do it</b>
<i>Cont.</i>	Build on the close relationships we have developed with retail hospitality and cultural sector businesses to trade safely and adapt to the new environment
	Make the case for our Innovation and Incubation Hub, utilising any successful Levelling Up Fund bid from our recent application, to support local businesses and start-ups across the town

<b>Objective</b> Master-planning, Investment and Accessibility	
<b>What we want to achieve</b>	<b>How we will do it</b>
<i>Cont.</i>	Develop a planning framework for Watford town centre
	Improve the public realm and utilisation of recreational space
	Transform the heart of Watford by delivering major improvements such as Town Hall Quarter (following the recent bid for Levelling Up funding) and other keys sites and facilitating the development of Watford Junction

<b>Objective</b> Develop marketing and promotion of Watford town centre	
<b>What we want to achieve</b>	<b>How we will do it</b>
<i>Cont.</i>	Develop the place based narrative strategy for the town centre, which aligns to the wider brand narrative for the town
	Review the delivery mechanisms for marketing and promoting Watford
	Ensure that the local economy works as a component of the wider local community

<b>ECONOMIC GROWTH STRATEGY PRIORITY</b>	
Support our communities to access opportunities	
<b>Objective</b>	
Consider how inclusive our economic decisions are	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will support people into employment, education and training</li> <li>We will create community wealth</li> <li>We will champion inclusivity</li> <li>We will leverage the council's scale and expertise</li> </ul>	Use our economic spending power to create opportunities locally
	Ensure the right mix of facilities, services and transport links as part of new developments the council is responsible for, to create new well-designed communities
	Work with those residents in sectors most impacted by the pandemic, such as retail and hospitality
	Support our current and future workforce to be resilient following the pandemic, ensuring residents can access support for improving or developing new skills and increasing their employability, and for maintaining/improving their mental health
	Work with the Herts Skills and Employment Board, University of Hertfordshire, West Herts College, other providers and Local Businesses in our key sectors to develop and deliver a Watford skills and employment strategy
	Support the delivery of apprenticeships
	Attract new highly skilled workers and retain talented people in the Borough

<b>ECONOMIC GROWTH STRATEGY PRIORITY</b>	
Create the right environment for sustainable growth	
<b>Objective</b>	
Deliver an effective and efficient infrastructure	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>We will ensure the town's infrastructure supports and attracts local business and the wider economy</li> <li>We will develop better places to live, work and relax</li> <li>We will Review, Renew and Repurpose Watford's work spaces</li> </ul>	Seek to maximise the growth benefits from planned infrastructure improvements
	Deliver high quality housing with a particular focus on increasing housing options to attract and retain residents/ employees

<ul style="list-style-type: none"> <li>• We will support a green recovery</li> <li>• We will stimulate green economic growth</li> <li>• We will launch a green skills academy</li> <li>• We will embrace 21<sup>st</sup> Century Sustainable Mobility</li> </ul>	Encourage the delivery of high-speed broadband to attract new investment/ support the growth of businesses and housing
	Create a sustainable transport strategy for the town
	Ensure that the town's infrastructure attracts local business and supports the wider economy

<b>Objective</b>	
Managing environmental impact across the Borough	
<b>What we want to achieve</b>	<b>How we will do it</b>
<i>Cont.</i>	Encourage low carbon businesses to invest and grow in the borough

## Work Stream 3: Organisational Renewal

<b>DELIVERY PLAN OBJECTIVE</b>	
Deliver high quality sustainable services	
<b>Commitment</b>	
Manage our organisational renewal post Covid-19	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>• Ongoing delivery of our Council Plan and business as usual services</li> <li>• Delivery of excellent services for our customers in a Covid-safe way</li> <li>• Services that remain accessible to all, including via digital channels where possible</li> <li>• Ongoing interest and engagement in local democracy</li> </ul>	We will continue to report regularly to Cabinet on progress against our Council Plan and highlight where our plans have been disrupted by the uncertain Covid-19 situation. We will also let our residents and businesses know how we have delivered against our Council Plan
	We will continue to review our risk assessments on a regular basis to protect our customers and staff, and will respond accordingly when the risk of Covid-19 changes
	We will continue to support our community and our health and care services by providing the Town Hall as our local vaccination centre, adapting our customer service centre so that we can continue to provide an excellent service to both our residents seeking council services and those wanting a vaccination
	We will continue to make sites available across Watford to support Covid-19 testing and other similar activity to support the response to the pandemic and protect our health and care services
	We will ensure that all council processes utilise existing council technology so that customers, whether residents or businesses, can transact with the council at a time that suits them, not just during the council's traditional opening hours
	We will retain the broadcasting of key council meetings online, building on the foundations established during Covid and introducing hybrid meeting solutions, to ensure our decision making is as transparent and accessible as possible and allows our residents to actively engage in local democracy
<b>DELIVERY PLAN OBJECTIVE</b>	
Welcome innovation, technology and new ways of working to continuously improve	
<b>Commitment</b>	
Ensure that the council's future office accommodation is fit for purpose	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>• An agile workforce that can provide an excellent service to customers no matter from where they are working</li> </ul>	Learning from the experience of Covid-19 and the extended period of colleagues working from home, we will understand what the needs of the council and colleagues are in the future, using learning from our regular staff surveys to inform our Reimagining Watford project as part of the Town Hall Quarter

<ul style="list-style-type: none"> <li>• Shared spaces which will foster joint working and collaboration</li> <li>• A corporate culture which values outcomes and benefits, rather than inputs and presenteeism</li> </ul>	<p>Through our Reimagining Watford project, we will continue to engage regularly with the Staff Ambassador Group and our Management Group so that our values and behaviours are co-designed</p> <p>We will bring our teams back together with our Reimagining Watford project, allowing them to develop Agile Charters which will determine the way in which they can best serve our customers in the future.</p> <p>Learning the lessons from Covid-19 and based on our new ways of working, we will, as part of our ambitious Town Hall Quarter programme, develop modern, fit for purpose, sustainable and value for money offices for our staff to collaborate in</p> <p>We will provide our staff with the tools and technology they need to provide the best experience to customers, no matter where they are working from</p>
<b>DELIVERY PLAN OBJECTIVE</b> Welcome innovation, technology and new ways of working to continuously improve	
<b>Commitment</b> Embed resilience across the organisation	
<b>What we want to achieve</b>	<b>How we will do it</b>
<ul style="list-style-type: none"> <li>• Understand the impact of Covid-19 on the health and wellbeing of staff</li> <li>• Excellent services that can continue to operate as we learn to live with Covid</li> <li>• A healthy, safe and educated workforce</li> </ul>	<p>We will continue to ensure that our staff are supported to work safely in the community by undertaking regular risk assessments (including specific risk assessments which recognise the increased risk of the virus for our ethnic minority colleagues) and putting in place measures to mitigate the impact of Covid-19</p> <p>We will remain in regular contact with staff, understand the difficulties they have faced and provide support through 'Watford Health and You' for them depending on their own circumstances</p> <p>We will continue our Time to Talk initiative, providing space for staff to reconnect and support their and colleagues' mental health</p> <p>We will regularly update our business continuity plans to recognise the need to live with Covid so that we can continue to deliver excellent services to our customers</p> <p>As we move out of the pandemic our commitment to developing our people outlined in our Organisational Development Strategy will grow so that they fulfil their potential and their aspirations. All our staff will participate in a meaningful appraisal, where performance, aspirations and potential are equally important, and we will actively seek development opportunities for our staff, retaining and growing our key talent to ensure that we can retain our talented teams</p> <p>We will continue to promote the benefits of Covid vaccinations to our staff to encourage take up and ensure that the organisation is less vulnerable to local outbreaks.</p> <p>We will offer all our staff a flu jab to mitigate any impact of winter variations in the number of Covid cases and the expectation of a bad flu season, supporting our health and care services</p>



We will provide our managers with a menu of options that can be used to support staff and their health and wellbeing, including time away from video calls and sufficient breaks between meetings

**DELIVERY PLAN OBJECTIVE**

Focus our budget so we can deliver on our commitments and secure investment to work for Watford

**Commitment**

Deliver the council's financial recovery

**What we want to achieve**

- A sustainable and balanced budget which continues to support delivery of our services as well as our ambitious Council Plan
- Sufficient financial support to help the town, our residents, businesses and community recover and renew from Covid-19
- A robust local supply chain able to support our services and portfolio of projects

**How we will do it**

- We will proactively manage our Renewal budget, ensuring that we are able to support our communities and businesses as they recover from Covid-19 and are able to thrive within our town
- We will set a 2022/23 budget which allows us to deliver our Council Plan whilst supporting business as usual services for our residents, businesses and community
- We will continue to monitor the impact of Covid-19 on our budgets and if necessary will reset our finances in the light of the pressures created by Covid-19 and based on insight about possible future pressures which will allow us to fund priorities to help Watford recover
- We will close our grants processes by the financial year end but retain plans to scale this back up if required in the future so that our community and businesses continue to get the support they need
- We will contribute fully locally and nationally to the work being carried out to identify the impact on district councils and lobby for additional resources to support our Road to Renewal Plan whilst continuing to deliver services for our residents and businesses
- We will review all existing projects and contracts to assess the potential impact of supply chain disruption and other Covid-19 impacts so that we can continue to deliver the best possible service to our residents and businesses
- We will continue to carefully manage our property investment portfolio, ensuring that it continues to provide invaluable financial stability so we can continue to deliver our high quality services and ambitious programme of improvements for our local residents and businesses

# Agenda Item 6

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** 21 October 2021

**Report author:** Head of Leisure & Environmental Services

**Title:** Review of the Bike Hire Scheme (Sustainable Transport Contracts) Year 1 (2020 - 2021)

## 1.0 Summary

1.1 This report provides a summary of the Sustainable Transport Contracts with the following partner:

- Bike Hire Scheme – Beryl Bike

1.2 This report provides information to Overview and Scrutiny Committee members on the performance of the Bike Hire scheme as part of the sustainable transport programme during Year 1 (March 2020 - March 2021).

## 1.3 **Headline figures to Date (August 2021: Year 1 plus 5 months of Year 2)**

- 146,727 journeys completed since scheme launch (March 2020 – August 2021)
- 508,319km travelled
- 74 bikes bays installed across the borough
- 18,407 users of the bike share scheme
- Watford Junction remains the most popular bay by both origin and destination
- 96% of journeys end in a bay

1.4 Customer usage data demonstrates that ridership although impacted, benefited from increase in people cycling when lockdown hit and new people tried the bike hire scheme who otherwise might not have leisure use.

1.5 Appendix 1 details the actual ridership numbers against the projected figures. The appendix also contains the result of a recent customer satisfaction survey which asked about the alternative modes of transport that would have been used if the customers had not accessed the bike hire scheme.

1.6 The customer satisfaction survey results demonstrated that the bike hire scheme has encouraged \*14.96% of users away from cars, bike and van usage (Appendix 1).

1.7 The analysis of the management data and performance against the KPI's show that the Covid lockdowns have had an impact on the projected ridership of Bike Hire scheme as government advice required people to work from home and not use public transport. The usage data show that the majority of use is during the lockdown periods was leisure use rather than the planned commuter ridership for the scheme.

- 1.8 Following the success of the Watford Borough Council scheme two other Hertfordshire local authorities are looking to introduce a bike hire scheme. During the last 12 months the council has also agreed a corporate sponsorship agreement with Camelot.
- 1.9 Appendix 2 details the Beryl Bike pricing and unlocking fees, bike design, the different types of bike bays in use and their locations across the borough.
- 1.10 Appendix 3 provides an overview of the Key Performance Indicators (KPI's) for the Bike Hire contract. Appendix 4 gives a comparison with other councils who have a contract with Beryl.
- 1.11 In line with the Public Procurement Notice issued in 2020 the council has continued to financially support the different organisations as set out in the contract. The authority has undertaken to meet its contractual obligations during the lockdown period and paid the organisation the funding identified in this report. This approach has ensured that the contractor remained financially viable.
- 1.12 The impact on service delivery (ridership) during the lockdown period will be reviewed as part of the regular partnership monitoring of the SLA and KPI's over the next 12 months and will feature in the Year 2 report next year.

## 2.0 Risks

<b>Nature of risk</b>	<b>Consequence</b>	<b>Suggested Control Measures</b>	<b>Response</b> (treat, tolerate, terminate or transfer)	<b>Risk Rating</b> (combination of severity and likelihood)
The contractors do not deliver contract and service specification outlined in the contract	The facility or services is not available for residents and customer to use	Regular contract monitoring by the council to review the contract and KPI'S requirement are being met by the contractor	Treat	Unlikely (2) x High (3) = rating of 6
Contractor organisation goes into administration	As above	As above  Regular review of contractors accounts	Tolerate	Unlikely (2) x High (3) = rating of 6

Contractor merges with another provider or is taken over by another company/charity	Could have no impact on the service  Or New company tries to alter the contract/SLA and KPI's which impacts on the programme or service	As above  Option to terminate the Contract early	Tolerate	Unlikely (2) x High (3) = rating of 6
Death or injury to a customer/user or member of staff	Distress to injured parties  Reputational risk to council and contractor in failings in health and safety compliance is identified	Regular partnership monitoring by the council to review the health and safety and contract requirements are being met and reviewed by the contractor	Treat	Unlikely (2) x High (3) = rating of 6
Another wave of Covid 19 and future local lockdowns	The facility or services is not available for residents and customer to use	Regular partnership monitoring by the council to review the health and safety and contract requirements are being met and reviewed by the contractor	Tolerate	Unlikely (3) x High (3) = rating of 9

### 3.0 Recommendations

- 3.1 To review the report and supporting information and consider whether any further action is required.

**Further information:**

Chris Fennell - [Chris.fennell@watford.gov.uk](mailto:Chris.fennell@watford.gov.uk)

**Report approved by: Alan Gough Group Head of Community & Environmental Services**

## 4.0 Detailed proposal

- 4.1 As part of Watford's ambitions to develop sustainable transport, one of the Mayor's manifesto commitments was to improve public transport across the Borough. Watford's roads are very congested during peak travel periods, lengthening journey times, impacting air quality, putting pressure on car parking capacity and hampering sustainability efforts. These issues will only increase as Watford's residential and working population continue to grow, putting further pressure on an already stretched transport network and infrastructure. There is an over-reliance on the use of private vehicles, taxis and the network buses have few priority lanes on the roads.
- 4.2 The sustainable transport contracts aimed to relieve the congestion on Watford's roads, parking, promote more sustainable modes of travel and improve air quality, particularly in the light of the additional housing growth for Watford. The programme's objectives are to:-
- Encourage a change in the way we use local transport as 'a way of life'
  - Improve Watford as a sustainable transport town
  - Improve accessibility and mobility within the town
  - Improve health and wellbeing
- 4.3 Due to its compact urban nature (approx. 8 square miles), Watford lends itself more sustainable transport systems that are expandable and scalable as demand increases. Therefore a Bike Hire scheme was introduced to enabling those that live, work, visit, and play in Watford to use a sustainable and good value mode of transport throughout the borough.
- 4.4 A bike share scheme, operated by Beryl was introduced in Watford with a launch date of 2 March 2020. The contract runs from 22 October 2019 – 30 March 2024. The Council may extend this contract by agreement with the supplier for a further period of 2 years.
- 4.5 A Bike Share Client Group was set up soon after the contract start date that included Officers from other authorities operating bike share schemes including Bournemouth, Christchurch & Poole Council, Herefordshire Council, and Norfolk Council. The aim of this group is to meet regularly to discuss highlights, opportunities and issues with individual bike share scheme contracts, share knowledge and experience and provide a network of support.
- 4.6 **Headline figures to Date (August 2021: Year 1 plus 5 months of Year 2)**
- 146,727 journeys completed since scheme launch (March 2020 – August 2021)
  - 508,319km travelled
  - 18,407 users of the bike share scheme
  - Watford Junction remains the most popular bay by both origin and destination
  - 96% of journeys end in a bay

- 4.7 The different types of Bikes and other features:
- 200 pedal bikes and 100 ebikes
  - Safety features include Beryl's laser-light – giving road users such as pedestrians and vehicle drivers advance notice when a bike is approaching, enhancing visibility at night by up to 97%.
  - A brake light feature to warn other road users when a Beryl bike user is slowing down.
  - Front LED light.
  - Ebike batteries are swapped on the street meaning there is no requirement for utilities to be installed at the bays.
  - Hire is completed for the majority of rides using the smartphone app but there is the ability to hire a bike if a user does not have a smartphone.
- 4.8 The council is working on a number of transport initiatives that fit within an overall Sustainable Transport programme and support the delivery of a number of our key Corporate Plan priorities by being fully accessible, more affordable and leveraging digital technology. They will embody Watford's corporate framework to achieve our ambition and 'improve the availability, awareness and choice of sustainable transport options to make Watford a greener and cleaner town for everyone.'
- 4.9 The quality of services commissioned by the council are monitored on a regular basis. As part of the oversight and governance arrangements a joint 'Risk Register' between the council and the different contractors has been developed and is monitored and reviewed on a 6 monthly basis. A rolling programme of reports and presentations to Portfolio Holders and the Overview and Scrutiny Committee (OSC) has been agreed to ensure that elected members and Leadership Board are kept informed and updated regarding the progress and the performance of the Sustainable Transport Contracts.
- 4.10 Appendix 1 details the individual contractor's (Beryl Bikes) actual performance against the projected numbers and other contract KPIs during the Year 1 (March 2020 - March 2021).

## 5 Implications

### 5.1 Financial

- 5.1.1 The total budget for the bike hire scheme is £828,560. The scheme is split between £443,560 capital and revenue budget of £385,000.

5.1.2 The table below details the contract information.

<b>Contract Name</b>	<b>Revenue subsidy Year 1</b>	<b>Revenue subsidy Year 2</b>	<b>Revenue subsidy Year 3</b>	<b>Revenue subsidy Year 4</b>	<b>Actual Revenue Subsidy spent to date - Year 1 and 6 Months of Year 2</b>
<b>Bike Hire Scheme – Revenue</b>	£148,000	£138,000	£99,000	£0	£217,814.39 this figure is in line with the anticipated revenue spending for the timeframe
<b>Capital investment – Bikes and Bays</b>	£443,560	N/A	N/A	N/A	N/A

5.1.3 There is no fixed monthly subsidy but there is an annual subsidy. The subsidy is calculated per ride, decreasing throughout the contract term to the point where a zero subsidy is paid in Year 4. Beryl invoice monthly based on total rides and are expected to provide projected figures for each financial year so that this can be monitored.

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

5.2.1 The Beryl Bikes contract was procured in accordance with the Public Contract Regulations 2015

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

5.3.1 An Equality Impact Assessment (EIA) has been undertaken for the three Sustainable Contracts in 2019 to establish whether there are any emerging needs that are not addressed through the contract. If there are emerging needs identified during the period of the three contracts that are not currently met, consideration will be given as to whether these are a District Council responsibility, align with the council's corporate objectives and whether council funding or grant aid is required in order to commission the service.

## 5.4 **Staffing**

5.4.1 There are no changes to WBC staffing arrangements identified in this report

## 5.5 **Accommodation**

5.5.1 There are no changes identified in this report relating to WBC office/town hall accommodation.

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

5.6.1 There are no Community Safety/Crime and Disorder implications or issues identified in this report

## 5.7 **Sustainability**

5.7.1 These proposal form part of the councils wider sustainable transport programme/strategy. The three programme's objectives are to:-

- Encourage a change in the way we use local transport as 'a way of life'
- Improve Watford as a sustainable transport town
- Improve accessibility and mobility within the town
- Improve health and wellbeing

## **Appendices**

1. Review of performance/ridership against projected usage Yr. 1 – 2020 - 2021
2. Pricing and unlocking fee, bike design, types of bays and their locations
3. Review of the KPI's - Yr. 1 – 2020 – 2021
4. Comparison LA Beryl Bike Hire Scheme

## **Background papers**

- Sustainable Transport Contracts - Cabinet report 18 October 2018



## Appendix 1 – Ridership Information and Customer Satisfaction Survey Results

### Monthly Ridership Data

Month	Actual Journeys
Mar-20	7645
Apr-20	7719
May-20	13221
Jun-20	10325
Jul-20	10127
Aug-20	9749
Sep-20	8939
Oct-20	6472
Nov-20	5113
Dec-20	4569
Jan-21	3739
Feb-21	4169
Mar-21	6688
Apr-21	8402
May-21	7907
Jun-21	9817
Jul-21	11337
Aug-21	10789
<b>Total</b>	<b>146727</b>

Table 1: provides a high level review of performance

Contract Name	Projected Ridership/Downloads	Actual Ridership/Downloads	Variance (-/+)
<b>Bike Hire: March 2020 – March 2021</b>	148, 230 projected journeys	98,475 actual journeys	-47,755

## Appendix 1 Cont – Ridership Information and Customer Satisfaction Survey Results

### Customer Satisfaction Survey Results

- Beryl Bikes have recently conducted a survey of previous customers and the average customer service satisfaction level for Year 1 was 92.3%.
- The survey also captured the different forms of transport customers would have used had they not accessed the bike hire scheme. In terms of alternative modes of transport, breakdown is as follows:

40.82% - Walking

\*9.52% - Car / Van as Driver

8.84% - I would not have taken the journey

7.48% - Don't know

6.80% - Personal Bike

5.44% - Taxi / App-based minicab service e.g. Uber

5.44% - Other public transport e.g. train

5.44% - Bus

\*4.08% - Car / Van as Passenger

2.72% - Another Beryl vehicle


2.04% - Other bike share

\*1.36% - Motorbike or Moped

*\*The customer satisfaction survey results demonstrated that the bike hire scheme has encouraged 14.96% of users away from cars, bike and van usage.*

## Appendix 2 – Pricing, Bike Design, Types of Bays and Location Map

### Pricing:




#### Pay As You Ride

Best for a single Ride

Unlocking fee	Per minute
<b>£1.00</b>	<b>£0.05</b>

- ✓ Pay for the time you ride.
- ✓ Best for a single ride, or occasional journeys.



#### Minute Bundles

Buy upfront and save

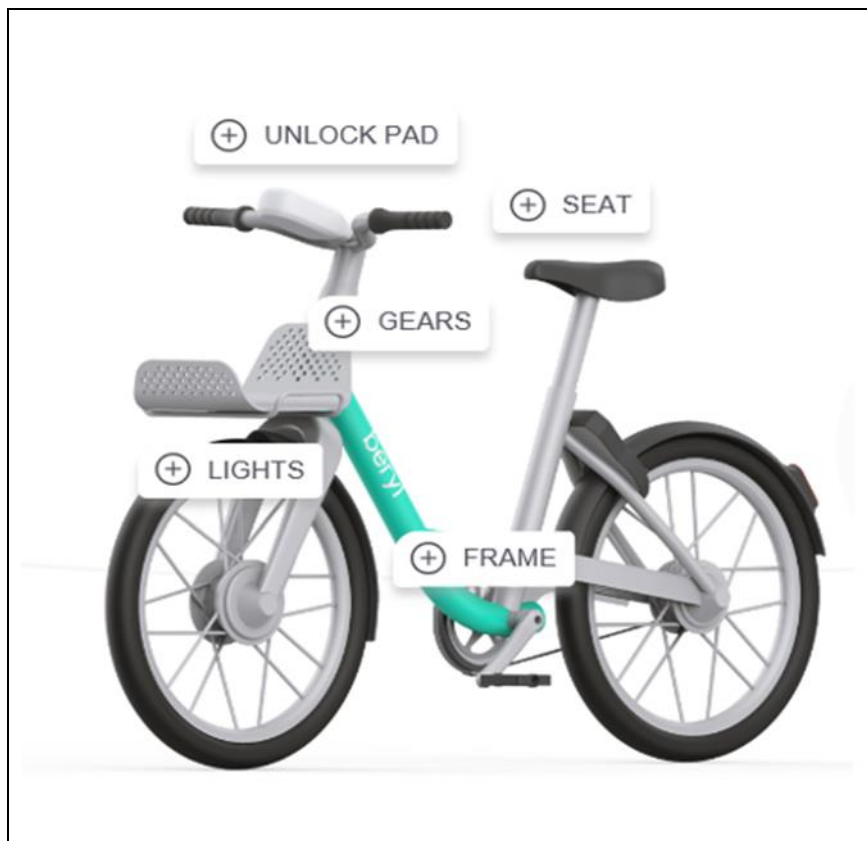
Save £1 unlock fee with every ride

300 mins	£15	200 mins	£10
100 mins	£5	400 mins	£20

- ✓ Best for multiple rides.
- ✓ No unlocking fees - simply pay £0.05 per every minute you ride.
- ✓ Flexible to use when you want.

- Standard bikes are charged at 5p per minute
- Ebikes are charged at 10p per minute
- There is a £5 charge when a bike is not returned to a bay

### Bike Design



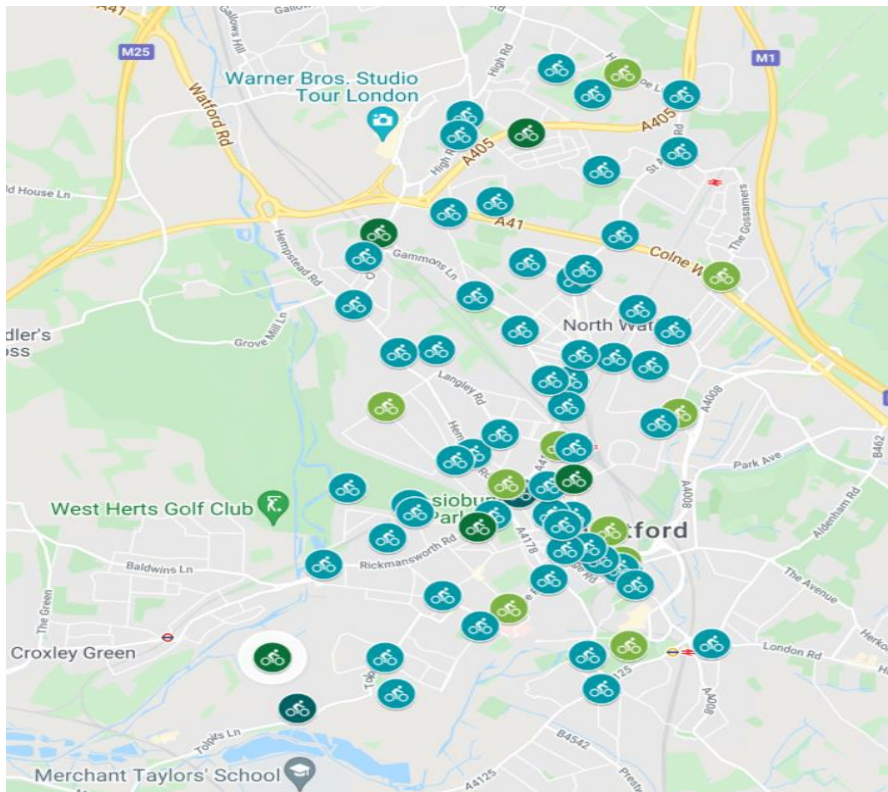
## Appendix 2 – Cont. - Bike Bay information

- Bikes are parked in clearly marked Beryl Bays
- Locations of bays are found via the App
- To date, there are 74 live bay locations
- 84,000 people live within a 5 minute walk of a Beryl Bay
- A variety of bays are offered within the network and a retiering strategy was implemented which revised the bay specification set out in the tender. The rationale for implementing a range of bay upgrades includes:
  - Improvement to the area where a bay is located
  - Benefit of scheme signage
  - Bays can look cluttered. Planters can help to guide the placement of bikes and protect from the wind
  - Improved bay design
  - Large open space – will not cause an obstruction

### Types of Bike Bays



## Appendix 2 – Cont. - Bay Location Map and Types of Bays



- With 74 Beryl Bays installed, 84 000 people are a 5 minutes' walk from a bay, which represents 86% of the service area's population.
- There are 74 live bay locations across the borough to date which are listed below. The final target is 82 bays in total.

### Number and Types of Bays

- Tier 1 - Parklet Bay – 2 bays
- Tier 1b - Parklet Lite – 3 bays
- Tier 2 – 3 bays
- Tier 3 – 66 bays

## Appendix 2 – Cont. - Bike Bay Locations

Bay No:	Location:	Bay No:	Location:
1	Station Road	4	Beechen Grove
5	High Street North	8	Town Hall
10	Cassiobury Park East	11	Queens Road
12	Atria South Water Lane	14	High Street Station
15	The Pyramid High Street South	16	King Street
18	St Mary's Church	20	Market Street
23	Cassiobury Park Central	25	Cassiobury Park Car Park
29	Croxley Park	30	Watford Cycle Hub
31	Tolpits Lane	33	Watford General Hospital
35	Vicarage Road Shops	41	Radlett Road Watford Rugby Club
43	Watford North Station	46	Hatfield Road
47	Penn Road Retail Park	48	Gammons Lane
49	Stratford Road	52	Cassiobury Drive
55	Garston Park Parade	57	Harvester Three Horseshoes
58	Woodside Leisure Centre	60	Leavesden High Road North
61	High Road Central	64	Cow Lane
65	Greenwood Drive	66	The Brow
68	Bushey Mill Lane	69	Longspring
70	Leavesden Road	71	Courtlands Drive
72	Langley Road	73	Fairview Drive
74	Park Avenue	75	Station Approach
76	Eastbury Road	77	Aldenham Road

81	Riverside Recreation Ground	82	Woodland Drive
83	Cha Café	84	Lowestoft Road
85	Cycles UK	86	Central Leisure Centre
87	Wippendell Road	88	Oxhey Activity Park
89	Cassio Common	93	Hempstead Road/Courtlands Drive
95	Camelot	99	Hawthorn Close
100	Wentworth Close	101	The Gym
102	Knutsford Avenue	103	Meriden Community Centre
106	Watford Junction	111	St Peter's Church
112	Heather Lane	113	St Albans Road/Judge Street
114	Rhodes Way	118	Harwoods Rec
120	Appletree Walk	123	Beechen Grove North
126	Beechwood Rise	127	Lower High Street
139	North Western Avenue		

### Appendix 3 – Review of KPI’s and Management Other Data

Bike availability – bikes unavailable due to maintenance, stations without a bike available	At times over the length of the contract to date, the bike availability will fluctuate so not sure how to demonstrate this appropriately.
Service availability - app/online service	<ul style="list-style-type: none"> <li>• 100%</li> </ul>
Total memberships	<ul style="list-style-type: none"> <li>• 18,850</li> </ul>
Trips per bike per day	<ul style="list-style-type: none"> <li>• Ebikes 1.6</li> <li>• Bikes 0.7</li> </ul>
Average journey by distance	<ul style="list-style-type: none"> <li>• Ebikes 3.46km</li> <li>• Bikes 2.80km</li> </ul>
Average journey by duration	<ul style="list-style-type: none"> <li>• Ebikes 33.6 mins</li> <li>• Bikes 28.6 mins</li> </ul>
Journeys by product type	<ul style="list-style-type: none"> <li>• PAYR 57%</li> <li>• Minute Bundles 43%</li> </ul>
First time users	<ul style="list-style-type: none"> <li>• 18,905</li> </ul>
Requests for new docking station sites	<ul style="list-style-type: none"> <li>• 195</li> </ul>
Total number of bikes in scheme	<p>Data for today:</p> <ul style="list-style-type: none"> <li>• Ebikes 48</li> <li>• Bikes 179</li> </ul> <p>Data for period 31/03/21 – 13/09/21</p> <ul style="list-style-type: none"> <li>• Ebikes 39 – 84</li> <li>• Bikes 170 - 216</li> </ul>



### Appendix 3: Cont – Review of KPI’s and Management Other Data

The contract has nine KPI’s listed below, any KPI that is not achieved incurs a financial penalty for that month.

1. Pedal Bikes - Maximum 10% of bikes 'out of service' at any one time during operating hours
2. E-bikes - Maximum 10% of E-Bikes 'out of service' at any one time during operating hours
3. Rebalancing of bikes at key hub locations within 1 hour
4. Average customer rating of service - 4 out of 5 (80%)
5. Customer complaints handled within 72 hours
6. App and online availability/functionality (99.5%)
7. Call centre support availability (99%)
8. Online support available 24/7 365 (99.95%)
9. Provision of KPI and MI data to Council monthly and on time (100%)

Month	Achieved	Fail
March 2020	8	1
April	6	3
May	8	1
June	8	1
July	7	2
August	6	3
September	8	1
October	7	2
November	7	2
December	8	1
January 2021	8	1
February	8	1
March	7	2
April	8	1
May	8	1
June	8	1
July	8	1
August	7	2

### **Appendix 3: Cont - Commentary of KPI Failures**

#### **KPI -1:**

- Issues with the supply of parts - long lead times due to Covid
- Bikes going missing from the fleet and need to be found and successfully recovered, then potentially repaired so they are again fit for use

#### **KPI -2:**

- Issues with the supply of parts particularly for ebikes - long lead times due to Covid
- Bikes going missing from the fleet and need to be found and successfully recovered, then potentially repaired so they are again fit for use
- Charging/changing battery's

#### **KPI -3:**

- Covid national lockdown in place. Furlough of staff
- Staff sickness at the start of pandemic
- Staff self-isolating
- Furthermore, during the busiest times, 70% of bikes are in use and therefore there is not bike capacity to rebalance at key hubs

#### **KPI -6:**

- This KPI failure was due to a major incident with an App outage on 10th April 2020. A full incident report was provided and outlined, with learnings implemented including to follow the WBC incident communications process

#### **KPI -7:**

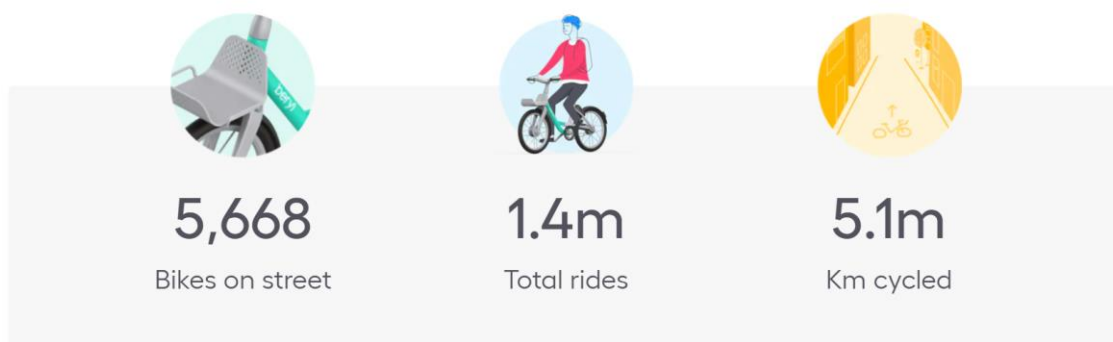
- This customer service KPI failure was due to a required step to reduce customer service hours following staff being placed on furlough due to Covid 19

## Appendix 4 - Comparison LA Beryl Bike Hire Scheme

Council Name	Pedal Bikes	E-Bikes	Number of Bays
Watford Borough Council	200	100	74* current live bays
Hereford City Council	200	30	66
Norwich City Council	225 (Bikes target of 580 scheme)	TBC'd	47* current live bays target of 70
Greater Manchester Authority	1,500 bikes (pedal and Ebikes) are planned for the scheme		200 bays are planned for the scheme
Bournemouth, Poole & Christchurch Council	1,200 bikes live in the scheme		340

*\*data/information above is taken from the council website*

## Beryl Bikes by numbers



*\*Figures are extracted from Beryl Bike website*



## **Executive Decision Progress Report**

**From May 2021**

Contact Officer: Jodie Kloss  
Senior Democratic Services Officer

Telephone: 01923 278376

Email: [democraticservices@watford.gov.uk](mailto:democraticservices@watford.gov.uk)

All officer decisions are available on the [Officer Decision Register](#) or on the full [Decision Register](#). Only key decisions are shown below. Further information about [forthcoming decisions](#) is available online.

Date key decision is due to be taken and by whom	Proposed decision published in the Notice of Executive Decisions	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
07/06/21 Cabinet	10/07/19	<a href="#">Joint Safeguarding and Domestic Abuse Policy</a>  Lead officer: Justine Hoy	No	Approved by <a href="#">Cabinet</a> 07/06/21
07/06/21 Cabinet	03/05/21	<a href="#">Economic Growth Strategy</a>  Lead officer: Alistair Napier	No	Approved by <a href="#">Cabinet</a> 07/06/21
05/07/21 Cabinet	03/06/21	<a href="#">Financial outturn</a>  Lead officer: Alison Scott	No	Approved by <a href="#">Cabinet</a> 05/07/21
05/07/21 Cabinet	03/06/21	<a href="#">Local Development Scheme</a>  Lead officer: Jack Green	No	Approved by <a href="#">Cabinet</a> 05/07/21
20/07/21 Cabinet and Council	03/05/21	<a href="#">Watford Local Plan: Submission Document</a>  Lead officer: Jack Green	No	Approved by <a href="#">Cabinet</a> 05/07/21  Approved by <a href="#">Council</a> 19/07/21

Date key decision is due to be taken and by whom	Proposed decision published in the Notice of Executive Decisions	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
11/08/21 Group Head of Place Shaping	24/03/21	<a href="#">Social Rented Local Lettings Plan</a>  Lead officer: Laura Marland	No	Approved by <a href="#">Group Head of Place Shaping</a> 02/08/21
06/09/21 Cabinet	30/06/21	<a href="#">SW Herts Joint Strategic Plan Statement of Common Ground</a>  Lead officer: Jack Green	No	Approved by <a href="#">Cabinet</a> 06/09/21
06/09/21 Cabinet	30/06/21	<a href="#">SW Herts Joint Strategic Plan Statement of Community Involvement</a>  Lead officer: Jack Green	No	Approved by <a href="#">Cabinet</a> 06/09/21
04/10/21 Cabinet	05/08/2021	<a href="#">Rediscovering the River Colne Programme 2021-2031</a>  Lead officer: Hayley Page / Paul Stacey	No	Approved by <a href="#">Cabinet</a> 04/10/21
04/10/21 Cabinet	03/09/2021	<a href="#">Litter strategy for Watford 2021-2026</a>  Lead officer: Hayley Page	No	Approved by <a href="#">Cabinet</a> 04/10/21

Date key decision is due to be taken and by whom	Proposed decision published in the Notice of Executive Decisions	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
04/10/21 Cabinet	24/09/2021	<a href="#">Community Protection Compliance Policy</a>  Lead officer: Jamie MacKenzie	No	Approved by <a href="#">Cabinet</a> 04/10/21
01/11/2021 Cabinet	08/01/21	<a href="#">Community and Operational Property Management Framework</a>  Lead officer: Andrew Cox	No	-
01/11/21 Cabinet	05/08/2021	<a href="#">Watford Riverwell LABV Business Plan 2021-22</a>  Lead officer: Peter Hall / Lauren Sharkey	Yes, part exempt on the grounds that exempt information (as defined in Schedule 12A Local Government Act 1972) of the following description is likely to be disclosed: Paragraph 3 – information relating to the financial or business affairs of any particular person (including those of the council).	-
01/11/21 Cabinet	04/10/2021	<a href="#">Herts CC Agency Agreement for Trees and Verges Maintenance</a>	No	-
06/12/21 Cabinet	05/08/2021	<a href="#">Hackney Carriage and Private Hire Strategy 2021-2025</a>	No	-

Date key decision is due to be taken and by whom	Proposed decision published in the Notice of Executive Decisions	Details of the proposed decision	Does the decision contain any exempt information requiring it to be considered in private and what are the reasons for this?	Status
		Lead officer: Jamie MacKenzie		
06/12/21 Cabinet	30/06/21	<a href="#">Woodside Master Plan Update</a>  Lead officer: Abid Khalil	Yes, part exempt on the grounds that exempt information (as defined in Schedule 12A Local Government Act 1972) of the following description is likely to be disclosed: Paragraph 3 – information relating to the financial or business affairs of any particular person (including those of the council).	-
06/12/21 Cabinet	03/06/21	<a href="#">Watford Business Park - Delegated Authority to appoint a Principal Contractor</a>  Lead officer: Lauren Sharkey	Yes, part exempt on the grounds that exempt information (as defined in Schedule 12A Local Government Act 1972) of the following description is likely to be disclosed: Paragraph 3 – information relating to the financial or business affairs of any particular person (including those of the council).	-



Part A

**Report to:** Overview and Scrutiny Committee

**Date of meeting:** Thursday, 21 October 2021

**Report author:** Senior Democratic Services Officer

**Title:** New scrutiny task group - Sustainable Transport Strategy

## 1.0 Summary

1.1 The Sustainable Transport Strategy will be a significant document for Watford providing a foundation for transport locally over the next 20 years.

1.2 Councillor Amanda Grimston has proposed that a scrutiny task group be established to review the draft strategy.

1.3 The scrutiny committee is asked to consider the scrutiny suggestion and, if approved, agree the membership and chair from amongst the nominations received.

## 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)
The scrutiny committee does not agree to the suggestion.	Non-executive members will have less opportunity to shape the strategy prior to its consideration by Cabinet.	None	Tolerate	2

## 3.0 Recommendations

3.1 That Overview and Scrutiny Committee considers the scrutiny proposal to review the Sustainable Transport Strategy.

- 3.2 If the scrutiny proposal is approved, that Overview and Scrutiny Committee agrees the task group's membership and chair.

**Further information:**

Jodie Kloss

jodie.kloss@watford.gov.uk

**Report approved by: Carol Chen, Group Head of Democracy and Governance**

#### 4.0 Detailed proposal

- 4.1 In recognition of the Climate Emergency, the borough's growing economy and the pressures on local infrastructure, Watford Borough Council and Hertfordshire County Council are jointly developing a Sustainable Transport Strategy.

- 4.2 The strategy has six objectives:

1. Cutting congestion
2. Providing for future journeys
3. Boosting health and wellbeing
4. Ensuring all our community benefits
5. Making best use of new technology
6. Delivering a great customer experience

- 4.3 The strategy went out for public consultation between 18 August 2021 and 13 October 2021. There were also a number of briefings for Watford councillors and local county councillors.

- 4.4 The draft Sustainable Transport Strategy sets out key actions to make travel more sustainable which include proposals on:

1. Active travel
2. Longer journeys
3. Alternatives to car ownership
4. Town centre
5. Supporting change
6. Moving goods

- 4.5 It is proposed that the task group:

- Review a summary of the key feedback from the public consultation.
- Review a number of key areas in the strategy which would most benefit from further member engagement.
- Produce a report to be presented to Cabinet alongside the strategy with any recommendations.

- 4.6 If agreed, the task group would take the form of a number of meetings with officers from both Watford Borough Council and Hertfordshire County Council during

November and December 2021. The task group would need to agree a schedule of meetings with relevant officers and may include some daytime meetings, subject to availability.

4.7 The task group's final report would be presented to Overview and Scrutiny Committee on 3 February 2022.

4.8 The strategy is due to be considered by Cabinet at their meeting on 28 February 2022.

4.9 The scrutiny committee is asked to approve the task group's membership and appoint a chair. Committee members are reminded that a task group should comprise between three and five non-executive councillors. A list of councillors who would like to be on the task group will be circulated to the Overview and Scrutiny Committee prior to the meeting. This will also include details of those who have indicated that they are interested in chairing the task group.

## 5.0 **Implications**

### 5.1 **Financial**

5.1.1 The Shared Director of Finance comments that there are no financial implications arising directly from this report.

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

5.2.1 The Group Head of Democracy and Governance comments that there are no legal implication arising directly from this report.

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

5.3.1 Having had regard to the council's obligations under s149, it is considered that any task group would need to take equalities obligations into account when making recommendations.

5.3.2 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment for this report.

### 5.4 **Staffing**

5.4.1 The task group will be managed by Democratic Services.

### 5.5 **Accommodation**

5.5.1 There are no accommodation implications as a result of this report.

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

5.6.1 There are no community safety or crime and disorder implications as a result of this report.

## 5.7 **Sustainability**

5.7.1 Considering the sustainability implications will form a core part of the review of the strategy.

## **Appendices**

Appendix 1 – Scrutiny task group proposal form

Appendix 2 – List of councillors interested in participating and supporting statements for the role of Chair (to follow)

## **Background papers**

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

- Emails from those councillors interested in taking part in the proposed task group.

**Watford Borough Council Overview and Scrutiny Committee**  
**Scrutiny Task Group Scope and Terms of Reference**

<b>Scrutiny review title</b>	Sustainable Transport Strategy Consultation Review
<b>Scrutiny proposer</b>	Cllr Amanda Grimston
<b>Details of specific area for review</b>	<p>In recognition of the Climate Emergency, the borough’s growing economy and the pressures on local infrastructure, Watford Borough Council and Hertfordshire County Council are jointly developing a Sustainable Transport Strategy. The strategy has six objectives:</p> <ol style="list-style-type: none"> <li>1. Cutting congestion: Reducing the number of car journeys by making cycling, walking or public transport the natural first choice for local trips.</li> <li>2. Providing for future journeys: Investing in efficient and green ways to travel for both current and future residents and businesses.</li> <li>3. Boosting health and wellbeing: Encouraging healthier travel choices that keep people physically fit and active, promote positive mental health, improve air quality, and make our streets safer.</li> <li>4. Ensuring all our community benefits: Offering equality of access to transport for all.</li> <li>5. Making best use of new technology: Providing green and environmentally friendly travel solutions.</li> <li>6. Delivering a great customer experience: Promoting high quality, easy-to-use travel options.</li> </ol> <p>The draft Sustainable Transport Strategy sets out key actions to make travel more sustainable which include proposals on:</p> <ol style="list-style-type: none"> <li>1. Active travel</li> <li>2. Longer journeys</li> <li>3. Alternatives to car ownership</li> <li>4. Town centre</li> <li>5. Supporting change</li> <li>6. Moving goods</li> </ol> <p>The draft strategy went out for public consultation in August 2021 for 8 weeks. This provided opportunities for residents and local organisations to feed in their views on the proposals. A number of member engagement events also took place which were open to Watford councillors and local Hertfordshire county councillors. This process followed an initial public consultation on a draft strategy earlier in 2021.</p> <p>The outcome of the consultation and engagement exercises will give the project team the chance to review the draft strategy and make any desired changes in line with the feedback.</p>

	<p>The strategy will be reviewed by Hertfordshire’s Highways and Transport Cabinet Panel on 31 January 2022 before going to Hertfordshire’s Cabinet on 21 February 2022.</p> <p>There is an opportunity for a scrutiny task group to look at certain key areas of the final draft strategy before it goes to Watford’s Cabinet on 28 February 2022. This will provide similar opportunities to non-executive councillors for Hertfordshire who will look at the strategy at their Highways and Transport Cabinet Panel.</p>
<p><b>Why this has been proposed for review, including the council priorities it supports</b></p>	<p>This is a significant strategy for Watford to cover the next 20 years and incorporating feedback from the public is vital to its success. The strategy reflects the climate emergency and includes actions which would have a wide impact on travel opportunities and choices for Watford residents. The collaboration with Hertfordshire County Council ensures the reach of the actions. It is important that non-executive members are included in the development of the proposals as they will be key partners in communicating with residents and supporting its delivery. Councillors also have a valuable perspective as community representatives with a strong understanding of the neighbourhoods within Watford.</p> <p>It supports the priority for a thriving, diverse and creative town.</p>
<p><b>Purpose / objectives of the review, including key questions</b></p>	<p>To consider:</p> <ul style="list-style-type: none"> <li>• A number of key actions for the areas outlined in the strategy and how well they would address the strategy’s aims. These key areas could include: <ul style="list-style-type: none"> <li>- <b>Neighbourhoods</b> including street traffic filters and mini transport hubs</li> <li>- <b>Car parking</b> including the review of supply and demand, parking charges and how to encourage greener travel.</li> <li>- <b>Travel schemes</b> including the HERT link, uses for the Croxley rail line, the DRT and park and ride.</li> <li>- <b>Community engagement</b> including reward schemes and wider engagement plans.</li> <li>- <b>Monitoring</b> including the oversight of the implementation of the strategy.</li> </ul> </li> <li>• Whether any appropriate amendments to the activities should be recommended in order to meet the aspirations of the strategy.</li> <li>• To what extent consultation feedback has been incorporated into the strategy.</li> <li>• Whether any other issues raised in the public consultation should be further addressed in the strategy or by other means.</li> </ul>
<p><b>Any areas excluded from the scope</b></p>	<ul style="list-style-type: none"> <li>• Detailed review of raw data from the public consultation.</li> </ul>
<p><b>Desired outcomes / indicators of success</b></p>	<ul style="list-style-type: none"> <li>• An understanding of the aspirations of the strategy.</li> <li>• An understanding of the key areas for action under the strategy.</li> </ul>

	<ul style="list-style-type: none"> <li>• To secure wider ownership of the strategy by non-executive Watford councillors.</li> <li>• To review key aspects of the strategy supported by an understanding of the feedback received in the public consultation and of wider residents' views.</li> <li>• To make recommendations to Watford BC's Cabinet that contribute to the success of the strategy. These recommendations would be based on the consultation feedback and members' wider local understanding.</li> </ul>
<b>Timescale and key dates, including proposed meeting format</b>	<ul style="list-style-type: none"> <li>• Consultation closes 13 October 2021</li> <li>• Report establishing task group to Overview and Scrutiny 21 October 2021</li> <li>• Task group to meet during November/December 2021. <ul style="list-style-type: none"> <li>• Meetings to be held in private with key officers from Watford BC and Hertfordshire CC.</li> <li>• Meetings to take the form of a brief presentation on a key area of the strategy and discussion of the proposed actions and recommendations.</li> </ul> </li> <li>• Strategy to go to Hertfordshire's Highways and Transport Cabinet Panel on 31 January 2022.</li> <li>• Task group report to Overview and Scrutiny Committee 3 February 2022. Agenda published 26 January 2022.</li> <li>• Report to Hertfordshire's Cabinet on 21 February 2022.</li> <li>• Report to Watford's Cabinet (to include task group report as an appendix) 28 February 2022</li> </ul>
<b>Key departmental lead officer</b>	<p><b>WBC</b>  Tom Dobrashian, Group Head of Place Shaping  Ben Martin, Head of Development Management  Jack Green, Spatial Planning Manager  Alexis Fuller, Sustainable Transport Officer  Jodie Kloss, Senior Democratic Services Officer</p> <p><b>HCC</b>  Sue Jackson - HCC Group Manager Strategy, Highways Strategy and Implementation  Rupert Thacker - HCC Head of Highways Strategy and Implementation  Nicola Ffrench – HCC Strategy and Programme Manager  David Swan – HCC Highways Locality Manager</p>
<b>Witnesses</b>	WBC and HCC officers listed above.
<b>What activities need to be taken to achieve the outcomes</b>	<ul style="list-style-type: none"> <li>• Reviewing the list of key areas of the strategy where further member input would be valuable.</li> <li>• Producing a summary report of the responses to the public consultation.</li> <li>• The task group to review those key areas of the strategy with an understanding of the summary of the consultation responses.</li> </ul>

<b>Key policies / documentation / baseline information needed</b>	<ul style="list-style-type: none"> <li>• Final draft of the strategy following public consultation.</li> <li>• Report on the summary of responses to the public consultation.</li> <li>• Report on feedback on the draft strategy, May 2021.</li> </ul>
<b>Any other sources of evidence (e.g., site visit)</b>	N/A
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Insufficient engagement with non-executive members and subsequent dissatisfaction with the strategy.</li> <li>• Loss of the opportunity to understand residents' views from the wider perspective held by ward councillors.</li> </ul>

13 October 2021



**Overview and Scrutiny Committee  
Work programme 2021/22**

Date	Publishing	Topics	Speakers
24 June	16 June	<ul style="list-style-type: none"> <li>• Hospital redevelopment plans – to comment on West Hertfordshire Hospitals NHS Trust’s plans</li> <li>• Update on WBC’s Strategic Framework – to review progress achieved on the Council Plan, Organisation Development Strategy and Covid-19 Road to Renewal Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Helen Brown (Deputy Chief Executive) and Louise Halfpenny (Director of Communications)</li> <li>• Kathryn Robson (Executive Head of Corporate Strategy &amp; Communications), Terry Baldwin (Executive Head of HR and OD), Liam Hornsby (Head of Enterprise Programme Management Office)</li> </ul>
22 July	14 July	<ul style="list-style-type: none"> <li>• Homelessness strategy – to provide more context and understanding around the ‘Everyone In’ campaign and the statutory homeless figures</li> <li>• Quarter 4 2020/21 Council Performance Report - to monitor and challenge results</li> </ul>	<ul style="list-style-type: none"> <li>• Ayaz Maqsood (Head of Housing), Liz Smale (Housing Strategy Officer)</li> <li>• Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy &amp; Communications)</li> </ul>
23 Sept	15 Sept	<ul style="list-style-type: none"> <li>• Quarter 1 2021/22 Council Performance Report - to monitor and challenge results</li> <li>• CCTV review – to review Watford’s CCTV coverage and the council’s approach to its use</li> </ul>	<ul style="list-style-type: none"> <li>• Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy &amp; Communications)</li> <li>• Alan Gough (Group Head of Community and Environmental Services), Andy Smith (Head of Transport and Infrastructure)</li> </ul>
21 Oct	13 Oct	<ul style="list-style-type: none"> <li>• Update on WBC’s Strategic Framework – to review progress achieved on the Council Plan, Organisation Development Strategy and Covid-19 Road to Renewal Plan</li> <li>• Updated Road to Renewal Plan</li> <li>• Sustainable transport: Beryl Bikes, Arriva Click, Transport App – to review the council’s sustainable transport contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Kathryn Robson (Executive Head of Corporate Strategy &amp; Communications), Terry Baldwin (Executive Head of HR and OD), Liam Hornsby (Head of Enterprise Programme Management Office)</li> <li>• Liam Hornsby (Head of Enterprise Programme Management Office)</li> <li>• Alan Gough (Group Head of Community and Environmental Services), Chris Fennell (Head of Leisure and Environmental Services), Kim Bloomfield (Contract and Relationship Manager - Sustainable Transport)</li> </ul>

		<ul style="list-style-type: none"> <li>New task group proposal: Sustainable Transport Strategy – to approve the proposal, membership and Chair.</li> </ul>	<ul style="list-style-type: none"> <li>Jodie Kloss (Senior Democratic Services Officer)</li> </ul>
18 Nov	10 Nov	<ul style="list-style-type: none"> <li>Review of service changes to waste collections, including green waste – to examine the impact of changes introduced to the council’s waste collections in September 2020</li> </ul>	<ul style="list-style-type: none"> <li>Chris Fennell (Head of Leisure and Environmental Services), Ruth Young (Contract Manager – Waste, Recycling and Markets), Laura Allan (Contract Manager – Waste, Recycling and Markets) and Hayley Page (Contract Manager – Parks and Streetcare) Darren Harding (Veolia)</li> </ul>
16 Dec	08 Dec	<ul style="list-style-type: none"> <li>Quarter 2 2021/22 Council Performance Report - to monitor and challenge results</li> <li>Review of corporate property strategy – to consider the review’s findings and recommendations</li> <li>W3RT Task Group recommendations – update on progress</li> </ul>	<ul style="list-style-type: none"> <li>Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy &amp; Communications)</li> <li>Andrew Cox (Group Head of Transformation) and Steve Cooper (Head of Corporate Asset Management)</li> <li>Cllr Glen Saffery (Task Group Chair), Bob Jones (W3RT, CEO)</li> </ul>
23 Dec	15 Dec	<ul style="list-style-type: none"> <li>Call-in (only if required)</li> </ul>	<ul style="list-style-type: none"> <li><i>Meeting to be cancelled if no call-in.</i></li> </ul>
03 Feb	26 Jan	<ul style="list-style-type: none"> <li>Responding to the impacts of Covid 19 on Watford’s BAME communities and street name policy review task group – to review progress against the task group’s recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Cllr Favour Ezeifedi (Task Group Chair)</li> </ul>
24 Feb	16 Feb	<ul style="list-style-type: none"> <li>Update on WBC’s Strategic Framework – to review progress achieved on the Council Plan, Organisation Development Strategy and Covid-19 Road to Renewal Plan</li> </ul>	<ul style="list-style-type: none"> <li>Kathryn Robson (Executive Head of Corporate Strategy &amp; Communication), Terry Baldwin (Executive Head of HR and OD), Liam Hornsby (Head of Enterprise Programme Management Office)</li> </ul>
17 Mar	09 Mar	<ul style="list-style-type: none"> <li>Community Safety Partnership – to review the update on the 2021/22 plan and consider objectives for 2022/23</li> <li>Quarter 3 2020/21 Council Performance Report - to monitor and challenge results</li> </ul>	<ul style="list-style-type: none"> <li>Liam Fitzgerald (Community Safety Co-ordinator)</li> <li>Andrew Cox (Group Head of Transformation), Claire Dow (Business Intelligence Manager), Kathryn Robson (Executive Head of Corporate Strategy &amp; Communications)</li> </ul>

**Other possible items to be scheduled:**

- Council's Nomination Policy – to review proposed changes to how the council assesses applications to its housing register and the rules determining nominations to vacant homes owned by local housing associations.
- Update on benefits
- Update on Sustainable Transport Contracts (June/July 2022)
- Review of CCTV move to the new Police station (22/23)