



**WATFORD  
BOROUGH  
COUNCIL**



# **CABINET**

**28 February 2022**

**7.00 pm**

**Town Hall, Watford**

**Contact**

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# Cabinet Membership

Mayor	P Taylor	(Chair)
Councillor	A Dychton	(Deputy Mayor)
Councillors	S Johnson, J Pattinson, I Stotesbury, M Watkin and T Williams	

## Agenda

### Part A – Open to the Public

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

The [minutes](#) of the meeting held on 17 January 2022 to be submitted and signed.

4. **Conduct of meeting**

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

5. **Strategic Framework Progress Update (Q2/Q3 2021/22) (Pages 5 - 138)**

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

6. **Review of Governance Structures for Council Companies (Pages 139 - 145)**

Report of the Group Head of Democracy and Governance

- 7. Neighbourhood Locality Application Review** (Pages 146 - 153)  
Report of the Democratic Services Manager
- 8. Electric Vehicles Task Group - final report** (Pages 154 - 169)  
Report of the Senior Democratic Services Officer
- 9. Sustainable Transport Strategy Task Group - final report** (Pages 170 - 188)  
Report of the Senior Democratic Services Officer
- 10. Transforming Travel in Watford: The Strategy for 2021 - 2041** (Pages 189 - 512)  
Report of the Group Head of Place Shaping and Sustainable Transport Officer
- 11. Watford to Croxley Link** (Pages 513 - 530)  
Report of the Head of Planning and Development
- 12. Joining Bulk Solar Initiative** (Pages 531 - 546)  
Report of the Sustainability Officer
- 13. Review of CCTV** (Pages 547 - 552)  
Report of the Transport and Infrastructure Manager
- 14. Croxley Park Business Plan** (Pages 553 - 586)  
Report of the Head of Property Investment and Regeneration

The Appendix is considered Part B in accordance with Paragraph 3 Part 1 Schedule 12A as it contains commercially sensitive information.

**15. Watford Commercial Services Business Plan update (Pages 587 - 594)**

Report of the Shared Director of Finance

The Appendix is considered Part B in accordance with Paragraph 3 Part 1 Schedule 12A as it contains commercially sensitive information.

**16. Exclusion of press & public**

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

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

**Report to:** Cabinet

**Date of meeting:** 28 February 2022

**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 (Quarters 2 and 3, 2021/22), Organisational  
Development Strategy 2020 – 24 (Quarters 2 and 3, 2021/22) and  
Road to Renewal Plan (Quarter 3)

**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 last update to Cabinet in October 2021 is shown in the updates appended to this report (Appendices A, B and C).

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 continue to faced tremendous challenges since the last update, particularly following the emergence of the Omicron variant which has seen increased infection rates and the reintroduction of working from home guidance. Whilst these have not deflected the council's focus on delivery, it has impacted on some specific areas of work within the plans, particularly activities which require face to face contact, which are being re-profiled to ensure delivery within the life of plans. However, there has been noticeably less impact on activity than in previous waves of the pandemic.

- 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 will make sure it rises to the opportunities and challenges of the Council Plan and Delivery Plan, including reporting regularly to Cabinet on progress, milestones and achievements. These reports have formed the basis of an annual report to our community, which was included within About Watford in November 2021.
- 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 Cabinet with regular updates on the delivery of this strategy and delivery plan.
- 1.7 The council's Covid-19 Road to Renewal Plan details the work streams established to deliver a comprehensive and joined-up renewal of the town and council in response to the Covid-19 pandemic. Within the framework of the Council Plan it also outlines the specific objectives for each area of focus, which cover the community, economy and business and the council's organisational renewal, including its financial resilience. However, it should be noted that the recovery from Covid-19 is unlikely to follow the steps of a traditional recovery; even after almost two years of the pandemic, the situation remains uncertain and significant changes have occurred since the plan was first approved by Cabinet in July 2020. As such, a refreshed version of the plan was formally adopted by Cabinet in October 2021 which has ensured that the plan remains focused on achieving a positive and successful renewal for the town, supporting our residents, businesses and community. This will include working with our neighbouring authorities and the County Council to ensure a Hertfordshire-wide position and renewal plans that share aims and align delivery to ensure the very best recovery possible.

## 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**

#### **Cabinet are 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)
  - the Road to Renewal Plan (Appendix C)
- 3.2 The impact of external factors on some of the areas of delivery. Where this is the case, the area have been reviewed to reflect the current environment during the last period. The focus on delivery within the life of the plans remains a corporate commitment.
- 3.3 The report will be presented to Overview and Scrutiny Committee in March 2022.

#### **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, B and C).

- 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, focus their energies and support 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, third and Omicron waves 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 the last period.

#### 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 projects 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 regular basis was approved by Council.

4.9.2 The fifth update, covering quarters two and three 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 last period. 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 past 6 months of the Delivery Plan. Highlights include:

<b>A council that serves its residents</b>	
<ul style="list-style-type: none"> <li>150 devices are now available through 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.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>All services have completed their Reconnecting Bubbles and developed Agile Charters which will pave the way for a more agile way of working when a return to the office is permitted. The Agile Charters, developed collaboratively, set out the expectations for staff and detail how our agile principles will be embedded as we develop our collaborative working space for the future.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>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 communications platform which has allowed all staff to continue working throughout Covid-19 with minimal impact on services.</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>Successfully connected our Business Intelligence platform to a Customer Service Centre data source to enable real time reporting, including in relation to call data, allowing us to continue providing high quality services to our residents.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>The council’s investment portfolio continues to provide positive returns to the organisation, allowing for ongoing investment in services and projects for the town and helping to mitigate the impact of Covid-19</li> </ul>	<b>Ongoing</b>

<b>A thriving, diverse and creative town</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 June 2022</li> </ul>	<b>Commenced</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. Further 'Market Late' events have been held at Halloween and Christmas, showcasing the diverse range of retail and food offers available at the market.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Consultation undertaken on our Sustainable Transport Strategy (Transforming Travel in Watford) with significant levels of really positive engagement which will help to shape the final draft of the Strategy and ensure that Watford remains a sustainable place to live, work and recreate.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Our 'Shop Local' campaign has continued to attract more people back to our town centre after successive Covid-19 lockdowns. A popular Christmas light turn on and extended Christmas light displays in the High Street, Clarendon Road and other parts of the town centre proved extremely popular.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Main contractor appointed to Watford Business Park which will see more quality commercial and industrial space created in the town, attracting new businesses and providing local employment opportunities.</li> </ul>	<b>Initial works complete</b>
<ul style="list-style-type: none"> <li>Local Plan submitted to Planning Inspectorate. Examination by the Inspector is scheduled for across a three week period in January / February 2022 (now virtual as a result of Covid-19) and will ensure that the town is developed in a sustainable way over the next 30 years</li> </ul>	<b>Phase 1 complete</b>
<ul style="list-style-type: none"> <li>A designated Sustainability Officer is now in place and provides resource to both deliver the existing Sustainability Strategy, and look forward to what is required in the future. A baseline study project, with associated energy auditing</li> </ul>	<b>Initial work underway</b>

<p>provision, is being commissioned which will form the basis of our ambition to reach net carbon zero by 2030.</p>	
<ul style="list-style-type: none"> <li>• Young Entrepreneurs programme launched to support young people seeking to set up a business, in partnership with the University of Hertfordshire. The programme attracts 18 to 30 year olds, who due to COVID-19 have been particularly vulnerable to being made redundant, face challenges entering the labour market for the first time, or do not meet the criteria for other business support programmes due to their age profile. The programme is already providing young people with practical business knowledge, advice and support</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• A new project has been commissioned to encourage businesses in the Borough to address climate change and their emissions. This is being run by Sustainability X and forms part of the council's collaborative approach to ensuring that the town reaches net carbon zero by 2030.</li> </ul>	<b>Commenced</b>
<b>A happy and healthy town</b>	
<ul style="list-style-type: none"> <li>• A record 17 green flags awarded to parks and green spaces across Watford, meaning that the town has more green flags than any other Hertfordshire district for the sixth year in a row</li> </ul>	<b>Completed</b>
<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>Completed</b>
<ul style="list-style-type: none"> <li>• Second donation tap point installed at Central Leisure Centre in the Town Centre to actively promote public donations to combat begging and rough sleeping.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<b>Completed</b>

<ul style="list-style-type: none"> <li>Plans underway to celebrate Watford's centenary year, providing an opportunity to bring the town together and celebrate the response to Covid-19.</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>In recognition of Watford's rich and diverse history, the development of a new town centre heritage trail, to attract more people to our town centre, is underway. This will be launched in March 2022 with a fuller trail introduced alongside additional wayfinding and public art works later in 2022.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Watford Museum and Golden Memories have been awarded the Well-being Award from Hertfordshire Museums for delivering golden boxes (memorabilia / reminiscence booklet and support pack) to people living with dementia during the pandemic.</li> </ul>	<b>Completed</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 fifth update on the Organisational Development Strategy, covering Quarters two and three of the 2021/22 financial year, 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, an Executive Group Head Assistant has now been assigned to this work and engagement across the organisation is shortly due to commence 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:

<ul style="list-style-type: none"> <li>The Watford Health and You programme has been shortlisted for an award from the (RSPH) Royal Society for Public Health.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>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</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>A successful bid for a government grant, via Hertfordshire County Council, of £18,000, to help prevent Workplace Burnout, has been completed.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>Pathfinder group now set up who have worked with teams to agree how Agile Charter will be developed. Initial training for Pathfinders completed.</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>The office environment is being re-designed and it is anticipated that employees will be returning to this in late Spring 2022, subject to evolving Covid-19 guidelines</li> </ul>	<b>Commenced</b>



<ul style="list-style-type: none"> <li>• New supplier of Management Development programmes identified to roll out a new training programme for managers across the organisation</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• A further Head of Service has taken on the role of Executive Group Head Assistant, supporting the role out of new values and behaviours to align with our new agile way of working</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• Further Kickstarters employed through the Chamber of Commerce, bringing the total number of Kickstarters across the organisation to four, working in Human Resources, Communications and the Enterprise Programme Management Office</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 took place in the Autumn of 2021 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, working collectively to deliver the best recovery for our community, residents and businesses. This refreshed plan was approved by Cabinet in October 2021 and this reporting cycle is the first since the new plan was adopted.

#### 4.15 Tracking progress on the Road to Renewal Plan

4.15.1 In July 2020, the recommendation to report on progress on the Road to Renewal Plan on a quarterly basis was approved by Cabinet, aligning progress reporting with the delivery plans for the Council Plan.

4.15.2 The fifth update on the Road to Renewal Plan, covering quarters two and three of the 2021/22 financial year, is at Appendix C.

#### 4.16 Overview / highlights

4.16.1 Since the refreshed Road to Renewal plan was approved by Cabinet in October 2021, the council have initiated and made good progress with a number of areas of work. Highlights include:

<ul style="list-style-type: none"> <li>• ‘Unsung Heroes’ awards were successfully launched through 2021 to highlight the many people, organisations and charities in the town who quietly go about transforming people’s lives all year round and make an incredible contribution to our communities during the pandemic and beyond.</li> </ul>	<p><b>Completed</b></p>
<ul style="list-style-type: none"> <li>• 16<sup>th</sup> Audentior awards launched on 30 September 2021 with nominations now closed and the awards planned for 4 March 2022.</li> </ul>	<p><b>Commenced</b></p>
<ul style="list-style-type: none"> <li>• In December 2021 the Covid-19 vaccination programme reached its 1st anniversary with 28,262 Watford residents vaccinated with a booster jab (data from 09 December 21). We are vaccinating a wider range of people in more venues than ever before.</li> </ul>	<p><b>Commenced</b></p>
<ul style="list-style-type: none"> <li>• An additional £150k has been secured through a Health Protection Board bid for the Covid Community Grant fund with eligibility extended to PTA’s and grant applications increased from £5k to £7.5k. Recent and planned fundraising activities will seek to continue to increase the value of this fund.</li> </ul>	<p><b>Initial activity completed</b></p>
<ul style="list-style-type: none"> <li>• WBC are fully engaged with a cross county group, “Staying Connected” responsible for sourcing recycled digital devices into the scheme as well as providing digital training for residents through our partnership with W3RT. A soft launch</li> </ul>	<p><b>Commenced</b></p>

of the Digital Isolation scheme was completed during July 2021.	
<ul style="list-style-type: none"> <li>• Young Entrepreneurs programme launched to support young people seeking to set up a business, in partnership with the University of Hertfordshire. The programme attracts 18 to 30 year olds, who due to Covid-19 have been particularly vulnerable to being made redundant, face challenges entering the labour market for the first time, or do not meet the criteria for other business support programmes due to their age profile. The programme is already providing young people with practical business knowledge, advice and support</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• Watford Charity Support Grants of up to £5,000 awarded to registered charities and Community Interest Companies based in Watford who have been severely impacted by Covid-19, to help them resume, develop or innovate their business operations - 16 charities have shared a total of £61,508 to date</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• Watford Business Growth Grant launched to provide grants of up to £10,000, expert advice and support to local businesses of between 5 and 20 employees impacted by Covid - 18 businesses have been awarded a total of £103,000 to date</li> </ul>	<b>Commenced</b>
<ul style="list-style-type: none"> <li>• Second successful 'Generation Watford' careers fair held 9 November 2021 to continue the specific focus on employment and skills, supporting our residents to play a full role in the town's, region's and UK's economic revival</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• Return of multiple public events including fireworks, Remembrance and Christmas lights switch-on events</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• Ongoing use of Amenities area as a vaccination centre to improve the provision of Covid vaccine to the people of Watford</li> </ul>	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>• Digitisation of Waste and Recycling processes now live</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• Quarterly Watford Health &amp; You newsletter published with focus on 'making it safer for women and girls'</li> </ul>	<b>Completed</b>

## **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 12 January 2022, there was £613k 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. Further commitments made include the outdoor theatre in Cassiobury Park, the night market, the council's centenary celebration and works at Watford Junction.

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 deliver the very best service for residents.

## 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 January 2022
- Appendix B – Organisational Development Strategy 2020-24 progress update January 2022
- Appendix C – Road to Renewal Plan progress update January 2022

# Watford Borough Council Delivery Plan

## Progress Update

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

#### Key achievements over this period

- 150 devices are now available through 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, is focused on ensuring that we maximise the benefits of more agile working, whilst recognising the need for an ongoing collaborative space for staff. Whilst the change in government guidance prevented staff returning to the office during most of December and January, 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.
- All services have completed their Reconnecting Bubbles and developed Agile Charters which will pave the way for a more agile way of working.. The Agile Charters, developed collaboratively, set out the expectations for staff and detail how our agile principles will be embedded as we develop our collaborative working space for the future.
- 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 communications platform which has allowed all staff to continue working throughout Covid-19 with minimal impact on services.
- Our Business Intelligence platform is now successfully connected to a Customer Service Centre data source to enable real time reporting, including in relation to call data. Work is now underway to extend the platform to Economic Development and Planning functions to provide clear and easily accessible data to help inform decision making and identify issues in our town.
- The council's investment portfolio continues to provide positive returns to the organisation, allowing for ongoing investment in services and projects for the town and helping to mitigate the impact of Covid-19.

## Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	3
	On track	15
	Planning underway	0
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	0
<b>Total</b>		<b>18</b>

COMMITMENT	Project	Key Milestones	'RAG' Rating	Update	
<p>Make sure our council is a caring and collaborative organisation that puts what matters to people at the heart of everything we do</p>					
<p><b>1. Provide an excellent customer experience</b></p>	<p>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.</p>	<p>Customer Experience Strategy</p>	<ul style="list-style-type: none"> <li>✓ September '20- Research and analyse data sources</li> <li>✓ November '20 – Strategy development</li> <li>✓ September '21- Present draft strategy to Strategic Board</li> <li>✓ October '21 – Commence community engagement</li> <li>• January '22 – Internal consultation to commence</li> <li>• June '21 – Strategy approved by Cabinet</li> </ul>	<p><b>On track</b></p>	<p>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 external consultation is now underway on the draft with a focus on specific customer groups, those who have more specific needs such as those who are 60+ or have disabilities. As such engagement with the following groups has been</p>

					planned with Disability Watford, Dementia Forum, CAB, New Hope Trust, YMCA and the Pensioner's Forum.
<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	<ul style="list-style-type: none"> <li>✓ October '21 – Review and relaunch of the council's complaints process</li> <li>✓ November '21 – Launch of new council website (which now complies with the accessibility regulations)</li> <li>✓ December '21 - Developed new online processes including for Licensing, waste and recycling and COVID support</li> <li>• April '22 - New customer service standards launched</li> </ul>	On track	The council continues to maintain a clear focus on customer needs which will be exemplified within the Customer Experience Strategy which will further drive forward this commitment, working with services across the council.
<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.	Community (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> <li>✓ September '21 – Deploy approved approach</li> </ul>	On track	This work is being delivered through a county wide, cross organisational two year programme involving Hertfordshire County Council, the NHS Trusts, Voluntary Sector organisations including the CVS's and relevant charities as well as 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. There are now 150 devices available to support residents and regular communications are underway in relation to 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	<b>Complete</b>	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 improvement approach across all of our services.</b>	We know that our customers value great and easy access to excellent services. We 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.	Continuous Improvement	<ul style="list-style-type: none"> <li>✓ September '20 – Begin to gather insight</li> <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> </ul>	<b>On track</b>	The need for continuous improvement and providing the 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,

			<ul style="list-style-type: none"> <li>Sep 2020 - Feb 2022 - Develop and deploy ongoing improvements</li> </ul>		<p>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>Organisational Renewal (Road to Renewal Plan)</p>	<p>✓ 6 July '20– Road to Renewal Plan approved by Cabinet</p>	<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. A refresh of the Road to Renewal plan was approved by Cabinet in October 2021 to align with the challenges which have arisen following a year of the pandemic, which will include the impact on the organisation itself.</p>

<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 efficiently to deliver our commitments to our residents and community.	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 and corporate communications circulated	Complete	New internal governance approach in place from September 2020 to ensure robust but agile decision making and a clear and renewed focus.
<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	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.

	need to recruit, we will ensure we recruit the very best candidates from those that apply and represents the diverse backgrounds of our residents.				
<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.	Organisational Renewal (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> <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> </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.</p> <p>Atria seeing encouraging volumes from leisure and event businesses since second lockdown ended on 19 July, in line with expected change in consumer behaviours post-Covid.</p>

			<ul style="list-style-type: none"> <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 – Decision expected from interested party on 935 High St proposal</li> <li>✓ November'21 – Atria pay-over due</li> </ul>		
<p><b>2. Assess the feasibility of Growth Fund</b></p>	<p>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.</p>	<p>Commercial and Innovation Strategy</p>	<ul style="list-style-type: none"> <li>• Q4 2020 – Q4 2021 - Working with investment advisors to undertake a programme of work</li> </ul>	<p>On track</p>	<p>This work will form part of the commercial pipeline overseen by the Executive Head of Commercial Finance and Innovation. The council continues to progress the work to develop an Innovation and Incubation Hub in the town as part of the Town Hall Quarter programme,</p>

					which will help to support start-ups, following the approval of the Outline Business Case at Cabinet in December 2021.
<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.	Organisational Renewal (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>
<b>4. Manage the council finances</b>	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.	Organisational Renewal (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> </ul>	On track	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.

			<ul style="list-style-type: none"> <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>		MTFS to be considered by Council in January 2022.
<b>COMMITMENT</b> Welcome innovation, technology and new ways of working to continuously improve		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<p>Page 31</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>	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.	ICT Strategy	<ul style="list-style-type: none"> <li>✓ Q3 2021/22 – Engagement with services</li> <li>• 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 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</p>	On track	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 communications platform which has allowed all staff to continue working throughout Covid-19 with minimal impact on services.

			access a Covid related system within the HCC cloud based data centres.		
<b>2. Deliver our Business Intelligence Strategy</b>	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.	Business Intelligence	<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>	On track	The first draft of the 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 as has the Customer Experience dashboard, covering a wide range of areas including complaints, FOI requests and customer contact. Work is now underway to develop a similar dashboard for Economic Development and Planning.
<b>3. Ensure that the council's future office accommodation is fit for purpose</b>	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.	Town Hall Quarter	<ul style="list-style-type: none"> <li>✓ 6 July '20 – Organisational Development Strategy approved by Cabinet</li> <li>✓ 18 January '21 – Town Hall Quarter programme initiated</li> <li>✓ 6 December '21 – Town Hall Refurbishment business case approved by Cabinet.</li> <li>✓ 10 December '21- Decarbonisation investigatory works commence in the Town Hall with council floor space</li> </ul>	On track	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 and members to provide the very



			<p>reduced to facilitate and agile working promoted</p> <ul style="list-style-type: none"> <li>• May/June '22 – Council staff move into temporary collaborative space in the Annexe building</li> <li>• June '22 – Town Hall decarbonisation works complete</li> <li>• Autumn '22 – Full refurbishment works commence</li> <li>• Spring '24 – Refurbishment works complete with space for council staff, community, Museum and Innovation and Incubation Hub</li> </ul>		best service to our residents and businesses.
<b>4. Enhance agile ways of working for our staff</b>	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.	Reimagining Watford	<ul style="list-style-type: none"> <li>✓ September '21 – Team office clearing and decluttering</li> <li>✓ November / December '21 – Agile Charters and Reconnecting Bubbles</li> <li>✓ October '21 – Piloting agile working</li> <li>• Mid 2022 – Move to new agile space in Annexe building</li> </ul>	On track	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 have returned to the office, we have been engaging with our Staff Ambassadors Group and members and using the results of our staff surveys to understand the space which would allow our staff to deliver the best service to residents and businesses. Whilst work to return to the office has

					been delayed recently as a result of government guidance, all teams have now developed Agile Charters which sets out the future ways of working which will align with the newly designed collaborative space.
<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.	Organisational Renewal (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 – Emergency planning function delivery model reviewed</li> <li>• January '22 – Initial proposals received</li> </ul>	On track	Business continuity plans across the council have been updated to reflect the lessons learnt from Covid-19. Plans for subsequent 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 a proposal for a new delivery model has recently been received with implementation anticipated in the new financial year.

			<ul style="list-style-type: none"><li>• April '22 – Anticipated implementation of new delivery model</li></ul>		
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## **THEME 2: A thriving, diverse and creative town**

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

- £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 June 2022.
- Our 'Shop Local' campaign has continued to attract more people back to our town centre after successive Covid-19 lockdowns. A popular Christmas light turn on and extended Christmas light displays in the High Street, Clarendon Road and other parts of the town proved extremely popular.
- 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. Further 'Market Late' events have been held at Halloween and Christmas, showcasing the diverse range of retail and food offers available at the market.
- Plans to refurbish the Town Hall and Colosseum, opening them up for further community use, were approved by Cabinet as part our ambitious Town Hall Quarter programme and will see the future of both buildings secured and brought up to modern standards, whilst enhancing their sustainability and respecting their heritage.
- Consultation undertaken on our Sustainable Transport Strategy, achieving significant levels of really positive engagement, which will help to shape the final draft of the Strategy and ensure that Watford remains a sustainable and welcoming place to live, work and visit..
- 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.
- Main contractor appointed to Watford Business Park which will see more quality commercial and industrial space created in the town, attracting new businesses and providing local employment opportunities.
- Local Plan submitted to Planning Inspectorate. Examination by the Inspector scheduled for across a three week period in January / February 2022 (now virtual as a result of Covid-19) and will ensure that the town is developed in a sustainable way over the next 30 years.
- Work underway to explore potential solutions for what was the route for the Metropolitan Line Extension before it was cancelled by the Mayor of London. The Watford to Croxley Link (W2CL) offers a great opportunity to link the west Watford / Croxley to the centre of the town and to the wider transport network. At this stage, the intention is to undertake a procurement exercise to see what is possible by seeking potential concepts and solutions from the expertise in the market. W2CL would form a critical part of south west Hertfordshire's transport network. The link would improve connectivity and enable a sustainable and future proof opportunity for local residents to get in and around Watford more easily – cutting congestion, offering healthier travel solutions, cleaner air and less reliance on the private car. This has wider community benefits in terms of allowing better community connections, improving business efficiency and making a major contribution to a collective increase in long-term economic strength. This is the beginning of what is likely to be a long and

complex process and, although any solutions will be dependent on government funding, this work very much helps to deliver on the ambition of our Transforming Travel in Watford Strategy.

- A new project has been commissioned to encourage businesses in the Borough to address climate change and their emissions. This is being run by Sustainability X and forms part of the council's collaborative approach to ensuring that the town and council reach net carbon zero by 2030.
- A designated Sustainability Officer is now in place and provides resource to both deliver the existing Sustainability Strategy, and look forward to what is required in the future. A baseline study project, with associated energy auditing provision, is being commissioned which will form the basis of our ambition to reach net carbon zero by 2030.
- The initial Additional Restrictions Grant (ARG) allocated to Watford of £2.8m has been successfully allocated to a wide-ranging business support programme – this enabled additional funding of £0.98m to be 'unlocked' and allocated. Additional ARG was awarded to the council in December 2021 and work is underway to distribute to businesses who apply and meet the agreed criteria
- Watford Business Growth Grant launched to provide grants of up to £10,000, expert advice and support to local businesses of between 5 and 20 employees impacted by Covid - 18 businesses have been awarded a total of £103,000 to date.
- Watford Charity Support Grants of up to £5,000 awarded to registered charities and Community Interest Companies based in Watford who have been severely impacted by Covid-19, to help them resume, develop or innovate their business operations - 16 charities have shared a total of £61,508 to date.
- Cultural Business Support and Development Grant launched to businesses, collective groups and individuals in the cultural and creative sectors affected by Covid-19, in partnership with Watford Palace Theatre. Grants of up to £5,000, or £10,000 in exceptional circumstances, is providing funding to access training, purchase equipment and software and fund specialist consultancy - 5 businesses have been awarded a total of £9,405 to date.
- Young Entrepreneurs programme launched to support young people seeking to set up a business, in partnership with the University of Hertfordshire. The programme attracts 18 to 30 year olds, who due to Covid-19 have been particularly vulnerable to being made redundant, face challenges entering the labour market for the first time, or do not meet the criteria for other business support programmes due to their age profile. The programme is already providing young people with practical business knowledge, advice and support.

## Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	5
	On track	15
	Planning underway	1
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	1
<b>Total</b>		<b>22</b>

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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 future in a very uncertain landscape to ensure Watford remains a vibrant economic hub in south west Hertfordshire.	Business and Economy (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 17 July '20 – Develop tender brief</li> <li>✓ 27 July '20 – Tender documents finalised</li> <li>✓ 21 August '20 – Tender closes</li> <li>✓ 10 September '20 – Supplier interviews</li> <li>✓ 15 September '20 – Supplier confirmed</li> <li>✓ 2 October '20 – Strategy development initiation</li> <li>✓ 8 October '20 - Initial stakeholder engagement event</li> <li>✓ 12 October '20 – Design survey and questions</li> <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> </ul>	Initial activities complete but work remains ongoing	Strategy finalised, agreed by Cabinet and public document published.  The detailed Economic Delivery Plan will be managed by our enhanced Economic Development team and created to manage work coming out of the Growth Strategy. This has helped to inform the Business and Economy workstream of the Road to Renewal Plan, which is attached at Appendix C.

			<ul style="list-style-type: none"> <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>		
<p><b>2. Re-mobilise our Town Centre and local economy and support its recovery</b></p>	<p>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 region, making it safe, welcoming and somewhere people know they can visit to socialise, dine-out, shop and enjoy.</p>	<p>Business and Economy (Road to Renewal Plan)</p>	<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> <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> </ul>	<p>Initial activities complete but work remains ongoing</p>	<p>Local support to businesses, including in relation to public health, has continued as government guidance has been updated.</p> <p>Programme of projects now tracked at Operations Group to support businesses and encourage the public back into the town.</p> <p>The council will continue to promote family friendly events across the town, including within the town</p>

		<ul style="list-style-type: none"> <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> <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> </ul>		<p>centre, especially related to the Watford Centenary celebrations in 2022.</p> <p>Further support for the High Street will continue through the delivery our Economic Growth Strategy and the development of our Town Centre Framework.</p> <p>2022 will also see the launch of our new Heritage Trail which will bring together the rich heritage of our town centre with the modern and diverse retail, leisure and dining offer.</p>
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			<ul style="list-style-type: none"> <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>   <li>✓ 3 December '21 - Successful Christmas Market 'Lates' event</li> <li>✓ December '21 - 2nd donation point successfully installed at Central leisure centre</li> <li>• 31 January '22 - Community engagement on town centre issues and priorities to inform Town Centre Development Strategy</li> <li>• 28 February '22 -Stakeholder and business engagement on town centre issues and priorities</li> <li>• March '22 - Pilot Heritage Trail launched in Town Centre</li> <li>• June '22 – Consultation on draft Town Centre Development Strategy</li> <li>• September '22 – Town Centre Development Strategy launched</li> </ul>		
<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-</p>	<p>Business and Economy (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> </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</p>

	<p>19 and to support them through exit from the EU.</p>		<ul style="list-style-type: none"> <li>✓ October '20 – Final virtual Covid-19 Forum</li> <li>✓ October '20 – Wenta business support programme to launch</li> <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 '21 – direct Additional Restrictions Grants paid to businesses</li> <li>✓ July '21 – Watford Business Growth Grant launched</li> <li>✓ August '21 – Charitable Support Grant launched</li> <li>✓ January '22 – Omicron Support Grant launched</li> </ul>		<p>council has continued to work hard to support local businesses through a range of available grants. This includes the launch of the latest grant to support businesses in the hospitality sector impacted by Omicron over the festive period.</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>Business and Economy (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> </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</p>

			<ul style="list-style-type: none"> <li>✓ October '20 – Introduction emails to initial 20 businesses</li> <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>		retains major employers for Watford residents.
<p><b>5. Maximise opportunities for Watford</b></p>	<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 - JSP SCI adopted</li> <li>• July '22 – Consultation on 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. The partner authorities have approved the JSP Statement of Community Involvement for consultation with the consultation open until 17 January 2022. The JSP SCI is planned to be adopted in early 2022. The current programme is to take the</p>

COMMITMENT Create thriving and affordable neighbourhoods and the right environment for business to flourish		Project	Key Milestones	'RAG' Rating	Update
<p><b>1. Progress our plans for the High Street North and Cultural Hub</b></p>	<p>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.</p>	<p>Town Hall Quarter</p>	<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>	<p>On track</p>	<p>Vision (Reg 18) version of the JSP out to consultation in July 2022.</p> <p>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 with the Outline Business Case for the Town Hall and Colosseum refurbishment approved on 6 December 2021. Work is now underway 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</p>

					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 and employment opportunities for local people.	Watford Business Park (Zone A)	<ul style="list-style-type: none"> <li>✓ Q3 2020 - Submit detailed planning application/commence intrusive surveys/demolition.</li> <li>✓ August 2021 - Contractor appointed</li> <li>✓ Q3 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>• Q3 2022/23 – Practical Completion</li> </ul>	On track	Demolition works were completed in Q1 21/22 and remediation contract awards 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>3. 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</li> </ul>	On track	<p>The new Multi-Storey Car Park onsite is under construction with practical completion expected in the first half of 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</p>

			<p>initiate sale of ground lease. Advise Elections team accordingly.</p> <ul style="list-style-type: none"> <li>✓ Q4 2020 – To have commenced works on site on MSCP</li> <li>✓ Q3/4 2020 – Ongoing monitoring of site development through liaison with Bellway Homes and Mayfield</li> <li>• February '22 – Completion of Multi-Storey Car Park</li> </ul>		<p>redevelopment proposals following receipt of outline planning consent.</p>
<p><b>4. Make the best use of our small sites</b></p>	<p>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.</p>	<p>Surplus Sites</p>	<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 are being developed following the approval of the above business cases</p>	<p>On track</p>	<p>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.</p>
<p><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</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. Achieve the right long-term balance of development, services and transport links for our town</b></p>	<p>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</p>	<p>Local Plan Review</p>	<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>✓ August '21 – Submission to Planning Inspectorate</li> </ul>	<p>On track</p>	<p>Consultation has now concluded and Local Plan submitted to Planning Inspectorate. Examination by the Inspector is scheduled for across a three</p>

	development sites are underpinned with creative and well-considered masterplans. We will work with other Hertfordshire Councils on long term spatial plans for Hertfordshire.		<ul style="list-style-type: none"> <li>✓ December '21 – Hearing Statements complete</li> <li>✓ December'21 -Heritage Impact Assessment completed and agreed with Historic England.</li> <li>• January / February '22 – Local Plan examination</li> </ul>		week period in January / February 2022 (now virtual as a result of Covid-19) and will 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>• Q1 2022 – Confirmation of go-live options</li> <li>• TBC - Go Live Watford Urban Design 3D model</li> <li>✓ Q2-Q4 2020– Hold regular panel meeting on a monthly basis</li> </ul>	Delivery reviewed	Place Shaping Panel operational. Initial 3D model finalised, but go live was delayed due to the impact of Covid-19. A new Urban Design Officer has now started and is developing options for the implementation of the model.
<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 2022 – Review of bus station and car parking scenarios complete</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 and a number of reviews to establish

			<ul style="list-style-type: none"> <li>Q2 2022 – Review of St Albans access road and National Rail proposals for station enhancements complete</li> </ul>		potential opportunities will commence shortly.
<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>	On track	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 consequently been reprofiled. The existing strategy continues to provide strategic 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 and standard of homes for local residents across the borough are improved.	On track	



	<p>help people's health and wellbeing.</p>	<p>External Wall Insulation</p>	<ul style="list-style-type: none"> <li>✓ August '21- Commence delivery of External Wall Insulation projects (and other insulation measures) on site</li> <li>• March '22 - 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 Watford Community Housing. Both projects have begun.</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 '22</li> </ul>		<p>Warmer Homes - New scheme now in development for 2021/22 winter.</p>
		<p>Minimum Energy Efficiency Standards BEIS</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>Minimum energy efficiency standards - MEES - funding from central government to pilot ways to improve energy efficiency within rental properties. Processes</p>

					and surveys completed. Non-compliant rental properties without or with low rated EPC's, will be targeted to achieve compliance using external wall insulation project areas.
<b>3. Review our strategic partnerships</b>	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.	Strategic Housing Partnerships	Continuous assessment of effective partnership arrangements and practices.	On track	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 up, comprehensive approach for customers. Multi-agency, multi-disciplinary forums such as the Watford Strategic Homelessness Forum and Watford Rough Sleepers Taskforce continue to meet on a regular basis. Weekly operational meetings with Single Homeless Pathway providers chaired by the council have been taking

					place since the end of October 2020 with information gathering, prioritising applicants and understanding housing needs continuing.
<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> <li>✓ October '21 – Strategy consultation closed and views of residents, businesses and stakeholders incorporated into updated draft</li> <li>• February '22 – Cabinet review of final Sustainable Transport Strategy</li> <li>• March '22 – Final Strategy published</li> </ul>	On track	Consultation on the draft of the Sustainable Transport Strategy was launched in August 2021 and closed in October 2021. Significant levels of positive engagement were seen and have been incorporated into a further draft of the Strategy, which will be reviewed by Cabinet in February 2022 with the intention of publishing the final Sustainable Transport Strategy by March 2022.
<b>2. Implement a demand responsive transport scheme</b>	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	Demand Responsive Transport	<ul style="list-style-type: none"> <li>✓ July '20 – ArrivaClick demand responsive transport system launched</li> </ul>	Complete	Revised service launched on 1 July 2020 to ensure conformity with social distancing requirements. A set of new KPI's and

	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.				ridership projections have been agreed with the operator.
<b>3. Improve the cycling and walking network in Watford</b>	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.	LCWIP	<ul style="list-style-type: none"> <li>✓ 12 April '21– LCWIP stage 3 &amp; 4 - Cycling Network and Walking Network review</li> <li>✓ 17 May '21 - LCWIP Stage 5 - prioritisation complete</li> <li>✓ Q2/Q3 2021 – Undertake public consultation</li> <li>✓ Q4 2021 – Stage 6 - final joint LCWIP document and commencement of implementation</li> </ul>	On track	In line with our Transforming Travel in Watford Strategy, providing more opportunities for residents to cycle and walk, the LCWIP Stage 6 report is now complete and will be reviewed by the HCC Highways and Transport Panel on 31 January 2022. The viability assessment by HCC for priority routes is due to commence in Q4 21/22. WBC to provide support as required, with expected Active Travel Fund Bid and potential community engagement in summer 2022.
<b>4. Champion proposals for a mass-rapid Transport Scheme for Watford</b>	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	W2CL	<ul style="list-style-type: none"> <li>✓ 2021/22 – Hertfordshire Growth Board bid to Government for funding*</li> <li>✓ 2021/22 – Feasibility Studies contribution to engaging consultation</li> </ul>	On track	Work underway to explore potential solutions for what was the route for the Metropolitan Line Extension before it was cancelled by the Mayor of London. The

	<p>system for our town, providing a further option for our residents, visitors and commuters to travel sustainably.</p>		<ul style="list-style-type: none"> <li>✓ November '21 – Strategic Business Case to include preferred route options and economic analysis</li> <li>• March '22 – Tender for concept designs opens</li> <li>• Q2 2022/23 – Concept design commencement</li> <li>• Q3 2022/23 – Concept design completion</li> </ul>		<p>Watford to Croxley Link (W2CL) offers a great opportunity to link the west Watford / Croxley to the centre of the town and to the wider transport network. At this stage, the intention is to undertake a procurement exercise to see what is possible by seeking potential concepts and solutions from the expertise in the market. This is the beginning of what is likely to be a long and complex process, and any solutions will be dependent on government funding.</p>
<p><b>5. Continue to investigate opportunities to create a low Carbon Transport Hub</b></p>	<p>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.</p>	<p>Low Carbon Transport Hub</p>	<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>	<p>Planning underway</p>	<p>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 are in place over the next period which will help to establish future works given</p>

					the dependency of the negotiations to purchase the land.
<p><b>6. Make Watford a sustainable town</b></p>	<p>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 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>		<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 roads, supported by a Traffic Regulation Order</li> <li>✓ Q3 2021 – 2020/2021 External wall insulation project for private sector housing complete.</li> <li>• Q4 2021/22 – Local Nature Reserve biodiversity action plans to be reviewed and funding opportunities identified</li> <li>• Q3-4 2021/22 – Sustainable Watford Business Project – contract with Sustainable X to engage with 275 businesses and get 150 to set carbon reduction targets.</li> <li>• Q4 2021/22 Launch of Hertfordshire Climate Change and Sustainability Partnership Action Plans on Water, Biodiversity, Transport and Carbon Reduction.</li> </ul>	<p><b>On track</b></p>	<p>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. 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>A new project has been commissioned to encourage businesses in the borough to address climate change and their emissions. This is being</p>

					run by Sustainability X and lead by the Economic Development team. The council continues to play an active part in Hertfordshire Climate Change and Sustainability Partnership, and the developing and implementation of the Action Plans launched in November 2021.
<b>7. Ensure that the council is a greener organisation</b>	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.	N/A	<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>• Q3-4 2021/22 – Carbon baseline study and route to net zero project. Includes identifying and auditing buildings.</li> <li>• Q1 2022/23 – Purchase of 2 x 3.5t electric tippers, 1 x 4.05t electric cage tipper and 1 x electrical mechanical tipper to support waste and recycling teams across the council</li> <li>• June '22 – Town Hall and Colosseum decarbonisation works complete</li> </ul>	On track	Sustainable activities integrated into Service Plans across the council, approved on 13 October 2020. 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 activities being undertaken to meet their commitment. The Sustainability Officer is now in place and provides resource to both deliver the existing Sustainability Strategy, and look forward to what is required in the future.

			<ul style="list-style-type: none"><li>Expansion of the electric car provision in the Town Hall in the context of the Sustainable Transport Strategy and subject to developments within the Town Hall Quarter. Timescales to be confirmed.</li></ul>	<p>The Sustainability Strategy Action Plan has been reviewed a number of times since its agreement in March 2020. Each action has a timeframe against it, and a level of priority to ensure, we focus on the most appropriate things first. A shorter list</p> <p>The baseline study project, with associated energy auditing provision is being commissioned.</p> <p>Work has started to enhance the integration of sustainability into the Council.</p> <p>Work has started to look at the Sustainability Strategy part 2 – 2023 onwards.</p>
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### **THEME 3: A healthy and happy town**

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

- A record 17 green flags awarded to parks and green spaces across Watford, meaning that the town has more green flags than any other Hertfordshire district for the sixth year in a row.
- 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. Multi-agency, multi-disciplinary forums such as the Watford Strategic Homelessness Forum and Watford Rough Sleepers Taskforce continue to meet on a regular basis. Weekly operational meetings with Single Homeless Pathway providers chaired by the council have been taking place since the end of October 2020 with information gathering, prioritising applicants and understanding housing needs continuing.
- Second donation tap point installed at Central Leisure Centre in the town centre to actively promote public donations to support work to combat begging and rough sleeping.
- Watford has built a strong reputation as a dementia-friendly town. 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 in the town centre and the Forget Me Not restaurant at West Herts College.
- Following approval of the Revitalising the River Colne programme at Cabinet, work has now commenced. This is a 10 year, complex but collaborative programme designed to work with partners and community groups to improve the biodiversity and environment of this key river within the town.
- Plans underway to celebrate Watford’s centenary year, providing an opportunity to bring the town together and celebrate the response to Covid-19.
- In recognition of Watford’s rich and diverse history, the development of a new town centre heritage trail, to attract more people to our town centre, is underway. This will be launched in March 2022 with a fuller trail introduced alongside additional wayfinding and public art works later in 2022.
- Work to design a memorial for front line Covid workers has also progressed with the initial round of 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.
- Over 500 fundraisers attended the Alzheimer Society’s Memory Walk in Cassiobury Park opened by Mayor Peter Taylor and Luther Blissett. The Dementia Friendly Watford team had a stall to publicise the huge amount of work underway across the town, including the creation of a dementia awareness film, the three sold-out Forget Me Not restaurant events at West Herts College, the third zoom musical entertainment show for 45 care homes, and new surveys produced to understand the needs of people living with dementia and their carers in order to develop Dementia Friendly Watford plan for 2022.

- Watford Museum and Golden Memories have been awarded the Well-being Award from Hertfordshire Museums for delivering golden boxes (memorabilia / reminiscence booklet and support pack) to people living with dementia during the pandemic.
- Planning the collaboration and conception of the ‘Memory Support Centre’ initiative in partnership with Watford FC CSE Trust, HPFT, the Alzheimer’s Society, Admiral Nurses, Hertswise and Carers in Herts. Aim to launch late February 2022.

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	4
On track	On track	15
Planning underway	Planning underway	0
Delayed / Unknown	Delayed / Unknown	0
Delivery reviewed as a result of external influences	Delivery reviewed as a result of external influences	2
<b>Total</b>		<b>21</b>

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COMMITMENT	Project	Key Milestones	‘RAG’ Rating	Update
Embrace our diversity, heritage and culture to make Watford a place for people to succeed from childhood to old age				
<b>1. Ensure that everyone living in our town has the opportunity to achieve their potential</b>	We will work with all parts of our diverse community to ensure that we tackle inequality so that background is not a barrier to success in our town and all of our residents have the same opportunity to reach their potential.	Achieving Potential	Delivery reviewed	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
		<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</li> </ul>		

			<p>to underline the importance of this data in formulating future council policies.</p> <ul style="list-style-type: none"> <li>✓ July '21 – Equalities Forum to be established</li> <li>• Q4 2021/22 – Corporate equalities policy to be developed</li> <li>• Q4 2021/22 – Equalities Impact Assessment template to be updated</li> <li>• Q4 2021/22 - Training on equalities and unconscious bias for staff and members.</li> </ul>		<p>Cabinet. These will be delivered over the next period to ensure sufficient engagement from the Equalities Forum. To date, 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.</p>
<p><b>2. Develop a heritage trail for Watford</b></p>	<p>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.</p>	<p>Heritage Trail</p>	<ul style="list-style-type: none"> <li>✓ December '21 – Procurement for pilot heritage trail underway</li> <li>• January '22 – Pilot heritage trail provider selected</li> <li>• January '22 – Procurement process underway for full heritage trail (alongside wayfinding and public art works)</li> <li>• March '22 – Pilot heritage trail launched</li> <li>• March '22 – Delivery partner for full heritage trail, wayfinding and public art works selected</li> </ul> <p>Subsequent milestones, including launch of the full heritage trail, will be dependent on the outcome of the procurement process</p>	<p>On track</p>	<p>In recognition of Watford's rich and diverse history, the development of a new town centre heritage trail, to attract more people to our town centre, is underway. This will be launched in March 2022 with a fuller trail introduced alongside additional wayfinding and public art works later in 2022.</p>
<p><b>3. Review and reinvigorate how we celebrate our local heritage</b></p>	<p>Develop proposals for a modern and inspiring heritage service and Museum that engages and educates our residents and visitors by telling the</p>	<p>Museum and Heritage Review</p>	<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> </ul>	<p>On track</p>	<p>The business case to move the Museum from its existing location at Benskin House to a refurbished Town Hall were</p>

	<p>story of our town and its rich and diverse history.</p>		<ul style="list-style-type: none"> <li>✓ September '21 – Develop business case for move to the Town Hall</li> <li>✓ December '21 – Town Hall Development business case approved by Cabinet</li> <li>• January '22 – Review of Museum collections underway</li> <li>• August '22 - Museum NLHF Bid submission</li> <li>• December '22 – Decision on Museum NLHF bid</li> </ul>		<p>approved by Cabinet in December 2021. This will provide an opportunity to create a new, exciting, innovative and engaging museum offer which allows us to showcase the past and present of what makes Watford great.</p>
<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> <li>• January '22 - Evaluate effectiveness of Hub and develop proposal for ongoing sustainable service provision</li> </ul>	<p>On track</p>	<p>Following the recruitment of 2 community Mind outreach workers, there has been an increase in referrals over the last period as the council continues to support the health and wellbeing of residents across the borough. The service continues to be delivered in the community setting or from the north Watford offices at the Well-being Centre and awareness raising continues. Pop up clinics have also been in place over the last period, including at North Watford Mosque. The "Think about living with Dementia" Creative Art Community cafe programme for people with Dementia continues as does the</p>

					"Palliative care" and 'Bereavement programme' Creative art programmes which have provided invaluable support to people at some of their most difficult moments.
<b>4. Create a Dementia Friendly Community</b>	Working with businesses, partners, carers and residents living with dementia we will champion Watford as a place where people living with dementia are understood, respected and supported.	Dementia Friendly Town	<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 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>	<b>Complete</b>	Watford has built a strong reputation as a dementia-friendly town. 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. Through the links with other services, we have supported seated cricket sessions and seated exercise sessions at the 3 Dementia community hubs in Watford, using staff that have been Dementia friendly trained.
<b>6. Commemorate Watford's</b>	Building on the community spirit and outstanding work across the town during the Covid-19 pandemic, we will	Community (Road to Renewal Plan)	A number of events have been held which have helped to commemorate Watford's response to Covid-19 and to bring the town	<b>On track</b>	Following the council's 'Summer of Fun' events programme, work to design a

<p><b>response to Covid-19</b></p>	<p>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>back together after successive lockdowns. This includes:</p> <ul style="list-style-type: none"> <li>• Big Screen at Knutsford Playfield and Woodside Playfield</li> <li>• Big Beach</li> <li>• Maze on the Parade</li> <li>• Imagine Watford in Watford Fields, George V park and Garston Park and</li> <li>• Big Band Stand in Cassiobury Park.</li> <li>• NHS and Frontline Works Day</li> <li>• Remembrance Day Ceremony</li> <li>• Lights of Love Ceremony</li> <li>• Mayor's Unsung Heroes awards</li> <li>• Audentior Awards</li> </ul> <p>Further opportunities to bring to the town together will be available throughout 2022 as we celebrate our centenary and the Queen's Platinum Jubilee</p>		<p>memorial for front line Covid workers has also progressed with 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.</p>
<p><b>7. Enhance the town's character and its physical heritage</b></p>	<p>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.</p>	<p>CAMP</p>	<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>	<p>Delivery Reviewed</p>	<p>Delivery has been re-profiled to ensure alignment with the Local Plan work. Now expected to commence Q4 2021/22 after inspection of the Local Plan, with completion expected during the 2022/23 year.</p>

COMMITMENT Enable our cultural and creative sectors to flourish		Project	Key Milestones	'RAG' Rating	Update
<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> <li>✓ June '21 – Strategy recommendations consolidated into single action plan for delivery</li> </ul>	Initial activities completed but work ongoing	<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 Cultural Leaders Group 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 the plans.</p>
<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> </ul>	On track	<p>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,</p>

			<ul style="list-style-type: none"> <li>✓ December '21 - RIBA 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>		<p>including the refurbishment of the Colosseum, for which the business case was approved in December 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.</p>
<p><b>3. Enhance our cultural partnerships</b></p>	<p>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 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>	<p>Watford Together (Road to Renewal Plan)</p>	<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> <li>✓ June '21 – Strategy recommendations consolidated into single action plan for delivery</li> <li>✓ December '21 – Cultural Leaders Group to agree adoption of governance model</li> <li>• March '22 – New terms of reference to be adopted.</li> </ul>	<p>On track</p>	<p>The council continues to work closely with the Herts Growth Board, Hertfordshire LEP, County Council and neighbouring District / Borough Councils on a county-wide Covid-19 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. It is anticipated that a shared governance model will be agreed by the</p>



					end of the financial year with our Cultural Leaders Group.
<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.		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Complete Oxhey Activity Park</b>	We will deliver Oxhey Activity Park, an exciting new venue for skateboarding, BMX and cycling, combined with a café and community facilities.	Oxhey Activity Park	<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>	<b>Complete</b>	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 and has proved an extremely popular addition to the town, providing a plethora of new sporting facilities for residents.
<b>2. Create Woodside Sports Village</b>	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.	Woodside	<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>	<b>On track</b>	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 commenced and is scheduled to open in March 2022.

<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>✓ September '21 – Appointment of Groundworks East and South</li> <li>✓ December '21 – Complete tendering for access improvements</li> <li>• January '22 – Completion of Lottery Funding Expression of Interest</li> <li>• March '22 – Completion of procurement process for in-river works</li> <li>• December '22 – In-river works completed at Knutsford, Timberlake, Radlett Road and Waterfields</li> <li>• December '22 – Completion of improvement works at Waterfields</li> <li>• December '23 – Completion of in-river works at Oxhey Park, Riverside Road and Lairage Land</li> </ul>	<p>On track</p>	<p>Following approval of the programme at Cabinet, recruitment of a Project Manager to support delivery of this project has now been completed. The work to revitalise the River Colne is a 10 year, complex programme with some high level milestones shown within this report. This is a collaborative project designed to work with partners and community groups to improve the biodiversity and environment of this key river within the town.</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>• January '22 – Tree planting at Lea Farm Recreation Ground</li> <li>• February '22 – Public consultation on potential Meriden Park improvement</li> </ul>	<p>On track</p>	<p>Works continually ongoing and a record 17 green flags awarded to parks and green spaces across the town. Public consultation on improvement at Meriden Park scheduled for February 2022 following discussions with Ward Councillors.</p>

<p><b>5. Enhance our public spaces</b></p>	<p>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>	<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>	<p>On track</p>	<p>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 almost complete and traffic now reopen in both directions. 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.</p>
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<b>COMMITMENT</b>		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<p>Work even more closely with the voluntary and community sector, to build a resilient community where people support each other</p> <p><b>1. Support the voluntary sector in Watford to provide positive outcomes for those in need</b></p>	<p>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.</p>	<p>Watford Helps (Road to Renewal Plan)</p>	<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>• From January 2022, the Voluntary Sector action plan will be subject to BRAG reporting against the 24 point action plan.</li> <li>• April 22 - W3RT submit half year report to check progress against Voluntary Sector Strategy action plan</li> </ul>	<p>On track</p>	<p>There are 24 recommendations within the Voluntary Sector Strategy relating to Post-Covid Recovery and Renewal, Engaging Volunteers, Diversifying Funding and Information Sharing – much of this work is already reported elsewhere in this report. Items already delivered include tackling digital isolation, launched in the summer of 2021. The W3RT launch of its new app Golden Volunteers to engage volunteers and creation of 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 less well represented communities.</p>

<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 – Award of Phase 1 contracts and commencement of work</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. 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> Work with partners to end rough sleeping and help people enjoy better lives</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. Achieve and maintain zero rough sleepers on</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</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> </ul>	<p>On track</p>	<p>It should be noted the Homelessness Strategy contains a significant number of initiatives, milestones and</p>

<p><b>the streets on Watford</b></p>	<p>remains valid and supporting those in our community to achieve and maintain zero rough sleepers on the streets of Watford.</p>		<ul style="list-style-type: none"> <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> <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> </ul>	<p>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 and there were no rough sleepers recorded over the Christmas period.</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 achieve and maintain zero rough sleeping. This Single Homelessness Pathway will</p>
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			<ul style="list-style-type: none"> <li>Q4 2021/22: Have zero rough sleepers on streets of Watford</li> </ul>		<p>take approx. 1 year to bed down.</p> <p>Multi-agency, multi-disciplinary forums such as the Watford Strategic Homelessness Forum and Watford Rough Sleepers Taskforce continue to meet on a regular basis. Weekly operational meetings with Single Homeless Pathway providers, chaired by the council have been taking place since the end of October with information gathering, prioritising applicants and understanding housing needs continuing.</p>
<p><b>2. Support our residents with more complex needs and housing requirements</b></p>	<p>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.</p>	<p>Complex Needs</p>	<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>	<p>Complete</p>	<p>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.</p>

<p><b>3 Continue partnership working</b></p>	<p>We will work with partners to ensure there are no rough sleepers on the streets of Watford.</p>	<p>Rough sleeping and homelessness</p>	<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>	<p><b>On track</b></p>	<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. Weekly operational Single Homeless Pathway meetings with providers ensure there is throughput to enable any new rough sleepers, or existing ones willing to come into the pathway, to be assisted.</p>
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## 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 was shortlisted for an award from the (RSPH) Royal Society for Public Health.
- A successful bid for a government grant, via Hertfordshire County Council, of £18,000, to help prevent Workplace Burnout, has been completed.

#### Theme BRAG Analysis

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BRAG rating	Key	Total number in theme
	Completed	8
	On track	2
	Planning underway	0
	Delayed / Unknown	0
	Delivery reviewed 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 (MHFA) 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	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. We will continue to liaise with Mental Health Champions and First Aiders to recognise the individual needs of employees who may be reluctant to share concerns.
<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.	By 1 September 2022	Completed and Ongoing	The intranet information is reviewed on a monthly basis and updates added for staff.

<p>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.</p> <ul style="list-style-type: none"> <li>- Factors affecting wellbeing at work (control and autonomy)</li> <li>- Food, sleep and exercise</li> <li>- Financial health</li> </ul>	<p>Identify e-learning opportunities and ensure they are advertised and accessible via the i-Learn platform</p>	<p>By 1 September 2021</p>	<p><b>Completed and Ongoing</b></p>	<p>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.</p>
<p>Use focus groups to develop a health and wellbeing programme – with access to a number of health and improvement areas.</p>	<p>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</p>	<p>By 1 Sept 2021 and Ongoing</p>	<p><b>On track</b></p>	<p>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 mental wellbeing. Activities to include resilience training, mental health first aid (new and refresher courses) and support for managers to spot signs of mental health concerns.</p>
<p><b>COMMITMENT</b> Ensure our occupational health and employee assistance offering is high quality and accessible to all</p>		<p><b>Key Milestones</b></p>	<p><b>'RAG' Rating</b></p>	<p><b>Update</b></p>
<p>Continued promotion of the benefits of the Employee Assistance Programme and Occupational Health services.</p>	<p>Regular ongoing communication to take place to ensure all staff are aware of external support that is available.</p>	<p>By 1 April 2023</p>	<p><b>Completed and Ongoing</b></p>	<p>Intranet resources are regularly updated and communication for staff pointing to these resources.</p>

<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>
<p>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.</p> <p>In this context Job Crafting is linked to leadership development to help employees to think through productivity enhancement and flow of work to team members, recognising that the job might be the same, but that people might approach the task in very different ways - in its simplest form, some people prefer to work early, and other prefer to work late</p>	<p>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</p>	<p>By 1 July 2021 <b>(Likely to be completed during March 2022 to align with Values and Behaviours sub-section)</b></p>	<p>Delivery Reviewed</p>	<p>Work to be fully scoped so that it also links in with Values and Behaviours project which is due to commence in March 2022. Leadership Development programmes to include sessions on productivity and improvement. Agile training being rolled out includes the need to focus on outputs and optimisation of work flow.</p>
<p>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</p>	<p>Key competencies to be identified and incorporated into updated Leadership Programme</p>	<p>By 1 October 2021 <b>(Likely to be completed during March 2022 to align with above)</b></p>	<p>Delivery Reviewed</p>	<p>Input required from Values and Behaviours project to ensure a joined up approach.</p>
<p>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</p>	<p>Develop a pro-forma to be used in team discussion to identify team successes and process improvement opportunities. 8/1/21 Staff Ambassador Group to review in first instance</p>	<p>By 1 July 2021 <b>(Likely to be completed during March 2022 to align with above)</b></p>	<p>Delivery Reviewed</p>	<p>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 March 2022. This element of the Strategy will be included within the Values and</p>

				Behaviours part of the project and therefore included in 2022 design and implementation.
<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 or 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 Public Health England standards to identify gaps and improvements required. H&S Specialist at HCC contacted to advise on alignment with Agile principles.
Evaluation of pilot health check programme (environmental health)	Gain feedback from provider on common issues that need to be addressed	By 1 July 2021	Completed	Pilot took place in June 2020 with approx. 50% take up by staff. Whilst some elements were positive, overall feedback indicated this was not an approach for Watford to take forward currently.
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. Whilst CARI had some benefits, overall the feedback from staff was limited and, with other support in place, we are not taking the initiative forward.

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

This part of the plan was put on hold due to the impacts of Covid-19 during 2020 and 2021 and the initiation of the Reimagining Watford project, which is linking key strands of agile working, new ways of working and values and behaviours. d. Values and Behaviours work was due to commence in October 2021 with a completion date of April 2022. Although activities re-started in October 2021, the development session planned for 21 December was postponed due to new Plan B Working from Home guidelines. It is still planned to run this with the Leadership Team in January. This initial workshop is to agree the high level process for the Values and Behaviours workshops to be rolled out across the organisation.

### 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. Key outputs from the project are known but as they evolve they will also link in with the actions required within this theme.

- Pathfinder group now set up who have worked with teams to agree how Agile Charters will be developed. Initial training for Pathfinders completed.
- The office environment is being re-designed and it is anticipated that employees will be returning to this in late Spring 2022, subject to evolving Covid- 19 guidelines
- All teams completed their Agile Team Charters by the end of December 2021, although the reintroduction of working from home guidelines did impact the ability for some teams to get together

#### Theme BRAG Analysis

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BRAG rating	Key	Total number in theme
	Completed	4
	On track	2
	Planning underway	2
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	9
<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>New Target Dec 2021</b>	Completed	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. Agile Charters have now been developed by all service areas.
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>New Target 31 Dec 2021</b>	Completed	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. This has been formalised as part of the Agile Charters.
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>New Target Dec 2021</b>	Completed	Project underway to identify how we will define an agile environment and the activities required to get there. Definition has now been completed and communications sent to all teams. This has been formalised in each teams Agile Charter
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>New Target March 2022</b>	Delivery Reviewed	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 was held in September 2021. Pathfinders have all had their training to support Agile Team Charters. Managers have also



				received specific training of managing teams in an Agile Environment. There remains a need to obtain and publish case studies.
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>New Target date 31 January 2022</b>	Delivery Reviewed	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.
<b>COMMITMENT</b> Design ways of working that challenge and further develop an agile mind-set		<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
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> </ul>	By 31 March 2021 <b>Full reporting to be in place by 31 March 2022</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

	<ul style="list-style-type: none"> <li>• Be considered for a secondment or temporary promotion opportunity</li> </ul>			to Career Aspirations and reports taken from the system will give a snapshot of interest. Secondment opportunities have already been identified. Coaching being provided to Executive and Group Head Assistants and others.
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 <b>now likely by end March 2022</b>	Delivery Reviewed	i-perform launched 1 October 2020 as new check-in (1:1 meetings) and annual review platform. This incorporates development discussions and a section for recording skills to kick start the central database of staff skills and abilities. The development of Agile Charters and Values and Behaviours 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 <b>now likely by 31<sup>st</sup> March 2022</b>	Delivery Reviewed	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 and will be included in the next phase of the Agile Team Charters work.
<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 Full implementation now likely to be <b>June 2022</b>	Delivery Reviewed	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 2022	On track	Through i-Perform process identify experts in their field and encourage them to become mentors for those developing in their roles.
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.	Digital champions established and regularly publicised and supported to help and coach others.	By 31 March 2021 <b>New date likely to be 31 January 2022</b>	Planning underway	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). This is something slightly different -- a review is taking place to clarify roles.
<b>COMMITMENT</b> Break down silos across teams		<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
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	Roadshow takes place, is vibrant, well attended and evaluates well	By 31 December 2021 <b>New Target date 31 March 2022</b>	Delivery reviewed	This will be reviewed when we return to a more consistent face to face working environment

<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 2021 <b>Now 31 March 2022</b></p>	<p>Planning Underway</p>	<p>Agreement in principle from CSC to host new starters but Covid-19 rules 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>1 April 2021 <b>Now 31 March 2022</b></p>	<p>Delivery Reviewed</p>	<p>Pro-forma to be designed and distributed to all service managers to identify work shadowing opportunities in their direct area. Details of all opportunities to be shared on intranet so that managers can arrange. Covid restrictions have stopped office working so this will be put on hold until the new year.</p>
<p>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.</p>	<p>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.</p>	<p>By 1 September 2021 <b>Target date now 31 March 2022</b></p>	<p>Delivery Reviewed</p>	<p>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.</p>
<p>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</p>	<p>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</p>	<p>By 1 September 2021 <b>Target date now 31 March 2022</b></p>	<p>Delivery Reviewed</p>	<p>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</p>

and make changes to practices, for the benefit of their customers.	the staff survey?). Staff should contribute ideas and suggestions for change and take decisions for the benefit of their customers.			is linked to work on Agile Charters and will be embedded in team meetings and management programmes.
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## Theme 4 – Performance and Staff Development

### Key Achievements over last 3 months

- New supplier of Management Development programmes identified (KPMG)
- 4 New Kickstarters employed with council.
- The test system of i-Trent HR has been configured with Performance review documentation and needs to be fully tested prior to roll out.

### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
Completed	Completed	2
On track	On track	5
Planning underway	Planning underway	4
Delayed / Unknown	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	3
<b>Total</b>		<b>14</b>

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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 Reviewed	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. A further Head of Service has now joined the programme. Draft of new leadership programme approved and discussions underway with HCC-provider for HCC on design and delivery of programme.
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	By 1 April 2021 changed to <b>31<sup>st</sup> March 2022</b>	Delivery Reviewed	New i-Perform system launched in October 2020 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. I-perform used for annual performance review process. Values and Behaviours now due to be launched early in 2022 so further implementation during 2022
Support the recruitment and retention of apprentices to the council.	Increase the number of council apprentices.	By 1 October 2021	Planning Underway	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, there is still the intention to offer apprenticeships to school/college leavers. Subject to an agile working environment being place, recruitment will commence in June 2022

				with a view to starting in Sept 2022. 4 kickstarters have been employed to date. There is also approval to recruit 6 apprentices in 2022 that will be funded from a corporate budget. They will have the opportunity to work in different areas of the business.
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.	Ongoing	On track	Subject to the above, the council remains 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 changed to <b>1 October 2021</b>	Completed	Pro-forma developed that will enable HR Business Partners to collect information from relevant line managers. A review has been undertaken and is now included with Service Plans (Single Point of Failure exercise).
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.	31 March 2021 change to <b>1st October 2021</b>	Completed	This is linked to the exercise on Single Point of Failure and is included in the above point.
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 <b>1st September 2022</b>	On track	Decision taken to put Graduate Programme on hold to focus on Apprenticeships. Graduate programme to be reviewed in Sep 2022.



<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	<p>At the last staff survey, 32% of respondents felt 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.</p> <p>Support in first line leadership, middle leadership and senior leadership programmes, emphasising the benefits and risks of leadership styles that lead to constant improvement.</p>	By 1 August 2022	On track	<p>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 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.</p> <p>Induction programme to be updated for next cohort. Also undertaking a review of Mandatory e-learning requirements This all links to the new Leadership Development program and Values and Behaviours project.</p> <p>Mandatory e-learning has been reviewed together with the development of special reports to capture progress and timescales. Induction is in the process of being updated with a new method of delivery.</p>
Review training and promotion data by workforce profile, so that we can assure ourselves that under-represented groups are both accessing the development	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

<p>required and successfully achieving promotions, in our organisation.</p>				<p>strengths. All historical data in a file waiting to be uploaded to our corporate leave system by the supplier Once uploaded will be linked to Learning and Development module.</p>
<p>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:</p> <ul style="list-style-type: none"> <li>- Incorporation of interests and passion, as well as career development discussions.</li> <li>- Use the annual review as an opportunity to nurture all talent, irrespective of grade or role</li> <li>- Carefully link the role back to the objectives of the organisation so that everyone understands how they make a difference</li> </ul>	<p>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).</p>	<p>By 1 October 2021 <b>Delivery changed to 31<sup>st</sup> June 2022 to reflect delays to other linked projects.</b></p>	<p>Delivery Reviewed</p>	<p>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. iTrent test system has been configured with performance review forms. These are due to be tested early in 2022 with a view to roll out later in the year with additional functionality to cover Values and Behaviours.</p>
<p><b>COMMITMENT</b> We will encourage and actively develop our aspiring leaders</p>		<p><b>Key Milestones</b></p>	<p><b>‘RAG’ Rating</b></p>	<p><b>Update</b></p>
<p>Our new ‘Watford Leads’ development programme will build management skills and confidence</p>	<p>All 3rd tier managers will complete the course over time. Participants will deliver a specific business improvement project in the workplace.</p>	<p>By 1 December 2021 <b>Delivery changed to 31 March 2022</b></p>	<p>Planning Underway</p>	<p>While the planning of a programme is underway and ideas for holding remotely are considered, the impact of Covid must be taken into account as this has</p>

amongst all team managers and leaders (3rd tier managers).	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)			impacted the capacity managers have had to attend training. Content of new Management / Leadership programmes agreed and new supplier has been identified. Programme should be ready for delivery by 31 March 2022.
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 change to <b>31 March 2022</b>	Planning Underway	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 linked to the annual review process	Managers use feedback to create their personal development plan – measured through performance review scores. 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)	By 1 April 2021 change to <b>April 2022</b>	Planning Underway	Pilot complete and roll-out commenced. Re-profiled to April 2022 that will link in with new Leadership Development Programme Launch.

<p>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.</p>	<p>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.</p>	<p>By 1 April 2022</p>	<p>On track</p>	<p>Review workforce plan with leaders to ensure appropriate individual development plans are in place to satisfy future needs. Line managers have reviewed as part of single point of failure exercise. HRBPs to have regular reviews. Links in with development of Leadership programme and development of tools to undertake reviews of their workforce requirements</p>
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## Watford Borough Council Road to Renewal Plan Update

### Work Stream 1: Community

#### 1.1 Key achievements over this period

- A number of events were held during the second half this year to Commemorate Watford's response as well as provide opportunities for reflection to Covid-19 including the first NHS, Social Care and Frontline Workers' Day during the summer and The 'Lights of Love' - Peace Hospice event held at the end of November 2021.
- 'Unsung Heroes' awards were successfully launched through 2021 to highlight the many people, organisations and charities in the town who quietly go about transforming people's lives all year round and make an incredible contribution to our communities during the pandemic and beyond.
- 16<sup>th</sup> Audentior awards launched on 30 September 21 with nominations now closed and the awards planned for 4 March 2022.
- Location of the Public Arts memorial at Watford General Hospital, to mark the pandemic has been agreed with the official opening being planned for August 2022.
- In December 2021 the COVID-19 vaccination programme reached its 1st anniversary with 28,262 Watford residents vaccinated with booster (data from 09 December 21). We are vaccinating a wider range of people in more venues than ever before and more than 50,000 boosters now issued in Watfor..
- 'Super Sunday' vaccination clinics held at Vicarage road this summer with approximately 3,000 vaccinations completed.
- Community Fund launched. Up until October 2021, 19 grants were approved and distributed via W3RT, totalling £78,716. Applications continue to be received and assessed.
- An additional £150k has been secured through a Health Protection Board bid for the Covid Community Grant fund with eligibility extended to Parent and Teacher Associations' and grant applications increased from £5k to £7.5k. Recent and planned fundraising activities will seek to continue to increase the value of this fund.
- During Q1 and Q2 of the financial year 2021-2022, W3RT completed 85 instances of support involving voluntary organisations active in Watford.
- From July 2021, this quarter saw the unlocking and lifting of lockdown restrictions which allowed voluntary section organisations to resume in person activities and some traditional fundraising activities.

- WBC are fully engaged with a cross county group, “Staying Connected” responsible for sourcing recycled digital devices into the scheme as well as providing digital training for residents through our partnership with W3RT. A soft launch of the Digital Isolation scheme was completed during July 2021.

## 1.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
Completed/Initial activity outlined complete	Completed/Initial activity outlined complete	2
On track/revisit at end of each lockdown	On track/revisit at end of each lockdown	19
Planning underway	Planning underway	2
Delayed / Unknown	Delayed / Unknown	0
Delivery re-profiled as a result of external influences	Delivery re-profiled as a result of external influences	1
<b>Total</b>		<b>24</b>

DELIVERY PLAN OBJECTIVE				
Celebrate our diversity, heritage and culture to make Watford a place for people to succeed from childhood to old age				
Commitment				
Commemorate Watford’s response to Covid-19				
What we want to achieve	How we will do it	Key Milestones	‘BRAG’ Rating	Update
<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</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	<ul style="list-style-type: none"> <li>✓ Quote confirmed for planting ring of trees in the Cassiobury Park around the Bandstand.</li> <li>• Winter 2021-22 - Plant and officially open the ring of trees in the Cassiobury Park around the Bandstand Queens’ Jubilee Green Canopy.</li> </ul>	On track	<p><i>The Queen’s Green Canopy</i> is a unique tree planting initiative created to mark Her Majesty’s Platinum Jubilee in 2022 which invites people from across the United Kingdom to “Plant a Tree for the Jubilee”.</p> <p>The Ring of Trees in Cassiobury Park will consist of cherry trees and final planning is underway to</p>

<p>town's collective response to Covid-19.</p> <ul style="list-style-type: none"> <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>				establish a final plan, targeting planting in mid- January 22.
	Work with our community to design and install a Public Arts memorial to mark the pandemic	<ul style="list-style-type: none"> <li>✓ Artist selected with workshops and focus groups held.</li> <li>✓ Location of memorial agreed. Area outside of hospital, Vicarage Road entrance, chosen by artist and agreed with hospital.</li> <li>• Early May 22 - Finalise design of Public Arts memorial to mark the pandemic</li> <li>• June 22 - Submit planning application for Public Arts memorial</li> <li>• August 22- Hold Public Arts Memorial opening event.</li> </ul>	Delivery reprofiled	<p>The artist was chosen from a number of applicants via shortlisting with follow up interview completed.</p> <p>Workshops and focus groups delivered with Cathartic CIC and Peace Hospice, with their exhibition of collected works throughout pandemic tying into the sculpture. Grievance group, for those who lost someone during the pandemic, engaged as well.</p> <p>In conjunction with Watford General Hospital, it has been agreed that the memorial should be re-planned for the summer of 2022, given they are still dealing with the impact of the pandemic</p>
	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	<ul style="list-style-type: none"> <li>✓ 05 July 21 - the first NHS, Social Care and Frontline Workers' Day successfully took place.</li> <li>• Planning to be agreed for 2022 event.</li> </ul>	On track	<p>The first NHS, Social Care and Frontline Workers' Day took place on Monday July 5 and involved a service of reflection, the NHS flag being flown on the council building, and the offices being lit blue in the evening.</p> <p>This event was an important moment to mark the service and sacrifice of the NHS and health workers, as well the amazing</p>

				community spirit of the town to come together to help each other.
	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	<ul style="list-style-type: none"> <li>✓ 'Unsung Heroes' were recognised throughout the year with the final winners announced recently.</li> <li>✓ Nominees collated for Audentior awards.</li> <li>• 04 March 22 – Hold Audentior awards</li> </ul>	On track	The 'Unsung Heroes' initiative is no longer accepting nominations, however, Watford's 16th Audentior Awards will be recognising local people and organisations who are actively making Watford a better place to live and work in. The awards ceremony takes place on Friday 4 March 2022 at Watford Colosseum.
	Support the Watford BID 'above & beyond' awards to recognise the significant contribution made by individuals to support our town centre	<ul style="list-style-type: none"> <li>✓ October 21 - WBC has extended an offer of support once BID are ready to plan these awards.</li> <li>• Await contact from BID</li> </ul>	Planning underway	<p>WBC has contacted the BID who previously held Service Excellence Awards (February/March), however this year they switched this to an October Ball to reconnect businesses following the lockdowns.</p> <p>BID has yet to confirm how they may approach future Awards but the council have confirmed their commitment to support.</p>
	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	<ul style="list-style-type: none"> <li>✓ 29 Nov 21, Lights of Love - Peace Hospice event held.</li> <li>• Plan and hold 2022 event.</li> </ul>	On track	Work underway to plan for a combined town-wide remembrance event in 2022 which can link in with Imagine Watford and the centenary celebrations.



<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>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</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>	<p>Provide support for residents whose mental health has been impacted by Covid-19 through the Watford Healthy Hub and other measures</p>	<ul style="list-style-type: none"> <li>✓ Nov 21 - first re-launched Healthy Hub successfully. This event will be reviewed with lessons learned carried forward into future events in 2022.</li> <li>✓ GP's and Pharmacies within the Holywell Ward have been identified to support the Healthy Hub in 2022</li> <li>• Secure funding for the healthy hub beyond March 2022.</li> <li>• Progress Mental Health coordinator vacancy prior to end of March 2022.</li> </ul>	On track	<p>Holywell, Vicarage and Central Watford will be the focus of future Healthy Hubs with these events subject to ongoing government advice relating to latest variants.</p> <p>Future mental health coordinator role will focus on creating a portal as a one stop shop for all mental health issues.</p>
	<p>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</p>	<ul style="list-style-type: none"> <li>✓ Dedicated resources in the benefits team have continued to successfully administer track and trace payments throughout the year.</li> <li>• Confirm funding has been extended beyond March 2022.</li> </ul>	On track	<p>The team continues to monitor new and emerging policies, situations or changes from central government.</p> <p>The council continue to administer the payment schemes as required by central government and marshals continue to carry out home visits where required.</p>
	<p>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 relieve any winter pressure on our health and care services</p>	<ul style="list-style-type: none"> <li>• Monthly Public Health Cell report details progress against this deliverable</li> <li>✓ Community engagement leads have visited schools with strong barriers to vaccination to encourage partnership working ahead of the next Healthy Hub</li> <li>✓ 23 November 21 - Winter Health Guide released with advice on how to stay well this winter</li> <li>✓ First meeting held with W3RT to strengthen partnership working.</li> </ul>	On track	<p>The Public Health Cell has continued to support and facilitate the implementation of alternate ways to meet business, community and faith needs linking to the business support and wider communications and engagement undertaken by the council.</p>

	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	<ul style="list-style-type: none"> <li>✓ The Town Hall has been successfully utilised as a vaccination centre including as a walk in centre throughout the period.</li> <li>✓ Successful 'Super Sunday' vaccination clinics held at Vicarage Road in June and August 2021</li> <li>• Booster programme being rolled out and promoted.</li> </ul>	On track	The vaccination effort is now a year old and we are vaccinating a wider range of people in more venues than ever before. The Town Hall continues to be used as a vaccination centre with 50,000 booster jabs given by January 2021.
	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	<ul style="list-style-type: none"> <li>✓ Continuation of free transport within Watford to all vaccination clinics, working with our Arriva click partner.</li> <li>• 31 Dec 21 - Deliver Community Engagement Strategy</li> <li>• 31 March 22 - produce a final report with recommendations</li> </ul>	On track	The Health Inequalities project is focused on delivering a community outreach programme that focuses on conversations and providing accurate information about health and wellbeing services, with a specific focus on the vaccine, including door knocking, targeted communications, vaccinations clinics (including pop-ups) and housebound vaccinations.
	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	<ul style="list-style-type: none"> <li>✓ Summer 21 - 'summer of fun' events successfully held including Cassiobury Park bandstand events, Alzheimer's Memory walk and Race for Life.</li> <li>✓ Draft Events calendar for 2022 has been created.</li> <li>• Approve 2022 events calendar and track completion of targeted events</li> </ul>	On track	All proposed 2022 events, where health and wellbeing are linked to parks, including proposed summer bandstand events, are being reviewed so that these key events will be tracked as part of this plan
	Work with the County Council, Hertfordshire district and borough councils and other key partners, such as the Hertfordshire Growth	<ul style="list-style-type: none"> <li>• Planning for this is being led by Head of Community and Environmental Services and the Portfolio Holder – plan to be agreed by end March 2022.</li> </ul>	Planning underway	Meetings planned with key partners in January 2022 to start to drive the shape of the shared health and wellbeing strategy.

	Board, Hertfordshire Local Enterprise Partnership, Police and NHS to develop a shared health and wellbeing strategy that will benefit all of our residents			
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<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>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</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	<ul style="list-style-type: none"> <li>Jan 22 - Budget council to meet to set annual budget.</li> <li>✓ Diversifying funding forms part of the Voluntary Sector Strategy and associated action plan</li> </ul>	On track	The Commissioning Framework (2019 – 2023) provides a strategic structure to take us forward and build a foundation for future resilience and financial sustainability. All commissioned organisations are required to provide evidence on how they are working to achieve future longer term financial sustainability.
	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	<ul style="list-style-type: none"> <li>✓ Action plan is being tracked with W3RT through quarterly report submissions and contract meetings with the most recent series covering the period of (covering July - Sept 2021)</li> <li>✓ This activity is captured under the Voluntary Sector Strategy and associated action plan (Information Sharing)</li> <li>✓ Sept 21 - a virtual BAME Engagement event took place with 40 attendees from across Hertfordshire to highlight CVS support for the voluntary sector</li> </ul>	On track	The short term action plan resulting from the BAME event is published on the W3RT website, tracking delivery of immediate actions up until March/April 2022 when the 'you said, we did' update will be provided. Initial meetings have already been held with faith and cultural community leaders including attendance at Watford Interfaith Pilgrimage along with One Vision

		<p>and to discuss how CVS support can be more assessable.</p> <ul style="list-style-type: none"> <li>• Jan 22- Complete immediate actions for short term plan from BAME event.</li> <li>• Jan 22 - Create medium / long term action plan from BAME evaluation event.</li> </ul>		<p>remembrance event to meet with local faith leaders in attendance.</p>
	<p>Establish the Community Fund as a lasting pillar of support for Watford's voluntary sector</p>	<ul style="list-style-type: none"> <li>✓ Aug 21 - Community Fund launched.</li> <li>✓ Up until Oct 21 - 19 grants were approved and distributed via W3RT, totalling £78,716.</li> <li>• Up until March 22 - Continue to receive and manage grants requests for this financial year</li> <li>✓ Nov 21 - An additional £150k was secured towards the Covid Community grant fund with eligibility extended to PTA's and the application threshold increased from £5k to £7.5k.</li> <li>✓ Cassiobury fireworks event successfully held. This was a key fundraising opportunity event for the Community Fund contributing @£5,900.00 to the fund (50% of collections).</li> <li>✓ Other funding opportunities have been confirmed as the Mayor's business event, 15th December 2021 and Annual Community Fund Quiz, 18th February 2022.</li> <li>• Jan 22 - Schedule remaining fundraising events including Golf Day.</li> </ul>	<p>On track</p>	<p>In response to the unprecedented pandemic Watford Borough Council (WBC) established a Community Fund which is now administered by W3RT. There are two schemes :</p> <p><b>Watford Charity Support Grant</b> - There is a total of £97,500 available for charitable organisations based in Watford, with a maximum of £5k per organisation during the financial year 2021-22.</p> <p>This grant has been provided by Watford Borough Council for charitable organisations that have either closed or have been impacted by the Covid-19 pandemic</p> <p><b>Watford Covid Community Grant Fund-</b> There is a total of £95,000 available for charitable organisations based in Watford with a maximum of £7,500 per organisation during the financial year 2021-22.</p> <p>These funds are to support charitable groups with adapting to meet the needs arising from the</p>

				coronavirus pandemic
	Deliver our Voluntary Sector Strategy and associated action plan	<ul style="list-style-type: none"> <li>✓ CVS liaison meeting was held in October 21.</li> <li>• From January 2022, the Voluntary Sector action plan will be subject to BRAG reporting against the 24 point action plan.</li> <li>• April 22 - W3RT submit half year report to check progress against Voluntary Sector Strategy action plan</li> </ul>	On track	<p>There are 24 recommendations within the Voluntary Sector Strategy relating to Post-Covid Recovery and Renewal, Engaging Volunteers, Diversifying Funding and Information Sharing – much of this work is already reported elsewhere in this report.</p> <p>Items already delivered include tackling digital isolation, launched in the summer of 2021 with most up to date progress reported in the below section of this report; The W3RT launch of its new app Golden Volunteers to engage volunteers and creation of 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 BAME communities.</p>
	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	<ul style="list-style-type: none"> <li>✓ This deliverable forms part of THQ, Culture project.</li> <li>• January 22 - Commence property list collation and review previous survey for appropriate questions</li> <li>• February 22 - CFRB to approve 'use list' and survey questions</li> <li>• March 22 - Commence survey</li> <li>• May 22 - Complete gap analysis</li> </ul>	On track	A Community Asset Assessment Review which will look at cultural space requirements across the town has been launched. Key partners, such as The Pump House and Watford Palace Theatre, will be engaged to understand what space they have to accommodate the Voluntary and Community sector.

	cultural assets so that they can best serve the residents of Watford	<ul style="list-style-type: none"> <li>June 22 - Report to CFRB (in parallel with Community and Operational Property Management Framework being taken to Cabinet)</li> </ul>		
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<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>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</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	<ul style="list-style-type: none"> <li>✓ WBC are fully engaged with a cross county group, "Staying Connected" responsible for sourcing recycled digital devices into the scheme as well as providing digital training for residents through our partnership with W3RT.</li> <li>✓ Soft launch of this initiative completed in partnership with W3RT during the summer of 2021.</li> <li>✓ Regular reporting is now available from W3RT stating the effectiveness of soft launch to date including monthly KPI's</li> <li>• Jan 22 - Draft and launch communications plan to publicise this initiative by January 22</li> <li>• 31 March 22 - Hold formal evaluation of Digital Isolation initiative.</li> </ul>	On track	<p>This initiative was represented at the re launched healthy hub event in November 2021, with a plan to continue attendance into January events although these have now been postponed owing to rising Omicron cases.</p> <p>The communications plan will focus on promoting the scheme with businesses and residents as well as driving further volunteers who would like to become Digital Champions.</p>
	Develop a training programme to train volunteers to go out into the community and support people with using a range of digital devices	<ul style="list-style-type: none"> <li>✓ Training was designed and completed in line with soft launch of this initiative in partnership with W3RT during the summer of 2021.</li> </ul>	Complete	Recent targets have been established in agreement with W3RT, with the goal of securing 40 champions by March 2023.

	including iPad, laptop, smart phone			
	Source digital devices for distribution to the community to support the delivery of getting people digitally connected	<ul style="list-style-type: none"> <li>✓ Promoted by W3RT in October 21 to request donations of laptops and tablets to drop off points in the borough.</li> </ul>	On track	<p>Donations of laptops and tablets can be made at the Holywell Community Centre, Monday – Friday between 9-5pm and at Watford Town Hall on Mondays between 9am-3pm, Wednesdays between 11am-5pm and Fridays between 9am and 3pm. Donations have been publicised through the W3RT webpages along with recently established regular social media posts. This social media activity has already resulted in some donations being received. There are currently 150 devices available to be used with this scheme.</p>
	Help people to become digitally connected online by training them to use apps for grocery shopping and connecting with friends and family	<ul style="list-style-type: none"> <li>✓ Digital Champions identified to date have been training people in these categories.</li> <li>• Ongoing monthly KPI's will help us measure ongoing success.</li> </ul>	On track	<p>Training of new volunteers is ongoing as they are on boarded through W3RT.</p> <p>Digital champions will be encouraged through the communications plan.</p>
	Support the development of a centralised database detailing resources available to support individuals	<ul style="list-style-type: none"> <li>✓ Database has been created and is owned by W3RT to detail resources (Digital Champions)</li> </ul>	Complete	<p>Potential beneficiaries are referred to W3RT using an online referral form. Eligibility is assessed against how equipment and/or the support of a W3RT Digital Champion will assist their health and wellbeing with services such as accessing online services such as</p>

				online shopping, attending medical appointments online, attending online classes/activities and communicating with friends and family through Zoom/Skype.
	Encourage businesses and organisations to contribute towards digital device recycling	✓ Promoted by W3RT in October 21 to request donations of laptops and tablets to drop off points in the borough.	On track	The recycling of devices will continue be promoted as another strand of the council's commitment to sustainability.



## Work Stream 2: Business and Economy

### 2.1 Key achievements over this period

- Watford Business Growth Grant launched to provide grants of up to £10,000, expert advice and support to local businesses of between 5 and 20 employees impacted by COVID-19 - 18 businesses have been awarded a total of £103,000 to date \*
- Watford Charity Support Grants of up to £5,000 awarded to registered charities and Community Interest Companies based in Watford who have been severely impacted by COVID-19, to help them resume, develop or innovate their business operations - 16 charities have shared a total of £61,508 to date \*
- Cultural Business Support and Development Grant launched to businesses, collective groups and individuals in the cultural and creative sectors affected by COVID-19, in partnership with Watford Palace Theatre. Grants of up to £5,000, or £10,000 in exceptional circumstances, is providing funding to access training, purchase equipment and software and fund specialist consultancy - 5 businesses have been awarded a total of £9,405 to date \*
- Young Entrepreneurs programme launched to support young people seeking to set up a business, in partnership with the University of Hertfordshire. The programme attracts 18 to 30 year olds, who due to COVID-19 have been particularly vulnerable to being made redundant, face challenges entering the labour market for the first time, or do not meet the criteria for other business support programmes due to their age profile. The programme is already providing young people with practical business knowledge, advice and support

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The Council 'match-funded' the BID Business Improvement Grants to enable BID members to apply for grants of up to £2,000 to help make improvements to their business, enhance the customer experience and enable more BID businesses to access grants

A number of other projects have been agreed and allocated funding - Watford Sustainable Business (carbon reduction), Digital and Light Tough Business Support, Young Entrepreneurs – Hard to Reach, Wider Watford Business Improvement Grants – and will be launched in the next quarter to assist a broader range of cohorts across Watford

- The investment in a proactive telemarketing campaign and additional online promotion campaigns is significantly increasing the number of businesses that benefit from the grant funding programmes available, boosting the uptake of grant schemes, directly engaging with our business community and improving business intelligence to better inform future Council interventions
- Launched a programme of business engagement events to promote the ARG programmes, wider business support offers, valuable networking opportunities, business mentoring and shared learning of best practice
- Watford Market revamped and rebranded creating 'anchor' retailers, refurbished units, improved signage and providing opportunities for local businesses and diversity of offering to the public, including a unit to promote local artists
- Successful programme of Market 'Lates' events continued to assist in the revamping of the Market, broaden its appeal and showcase the improvements made – concept proved and a programme of seasonal events is now taking place
- Customer Relationship Management (CRM) system continues to be rolled out being used to better manage the Council's ongoing relationships and support for businesses

\* as at 15 December 2021

- Second successful ‘Generation Watford’ careers fair held 9 November 2021 to continue the specific focus on employment and skills, supporting our residents to play a full role in the town’s, region’s and UK’s economic revival
- The Council has employed a number of KickStart ‘apprentices’ to help young people at risk of long term unemployment get into the job market by providing government funded six-month job placements
- The Town Centre Operations Group has successfully changed focus to community and operational management of the Town Centre – safer/cleaner/greener streets, monitoring footfall, events, charity donation points, night-time economy, monitoring of void units. A project working group was introduced and is addressing issues around St Mary’s churchyard, with a plan for to improve the area in both the short and long term in line with public realm works in 2022
- Town Centre Framework development process launched to engage residents, businesses, stakeholders on the future of town to design a town centre that works for everyone. Economic and urban design analysis commenced to develop the design code and supplementary planning documents for the town centre, building on policies in the new Local Plan and incorporating key elements such as the transport, public realm, green/blue infrastructure, neighbourhood character, culture and heritage
- Footfall continued to be encouraging with many people using the open space around the town to meet – night-time economy attracting visitors to Watford
- Return of multiple public events including fireworks, Remembrance and Christmas lights switch-on events
- Vacant unit trend stable in the town and a number of new outlets continue to open

## 2.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
	Completed/Initial activity outlined complete	1
	On track/revisit at end of each lockdown	47
	Planning underway	1
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	0
<b>Total</b>		<b>49</b>

<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>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</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>	<p>Maximise the benefits of working with Hertfordshire wide organisations</p>	<ul style="list-style-type: none"> <li>✓ November 21 – Young Entrepreneurs (YE) programme launched with University of Herts</li> <li>✓ November 21 – BID Grant match funding approved</li> <li>✓ November 21 – Approve wider BID improvement project</li> <li>✓ November 21 – Initial 'bootcamp'</li> <li>• January 22 – Panel to review YE applications and award 20 grants</li> </ul>	On track	<p>Young Entrepreneurs programme launched 17 November 2021 to 59 young people (58% of whom identified as female), providing support to help local young entrepreneurs progress business opportunities. Online 'bootcamp' provided to all attendees, with view to awarding 20 grants to Watford's YEs, with ongoing networking support to develop their business</p>
	<p>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</p>	<p>Council continues to leverage its position to maximise the benefits to Watford from ongoing work on the:-</p> <ul style="list-style-type: none"> <li>• adopt new Local Plan</li> <li>• town centre strategy and planning framework</li> <li>• development of the Town Hall Quarter</li> <li>• development of Watford Business Park</li> <li>• regeneration of Watford Junction</li> <li>• <a href="#">Herts Essex Rapid Transport (HERT)</a> project consultation</li> <li>• extension of the Watford Hospital redevelopment</li> <li>• Community Renewal fund discussions with Stevenage</li> <li>• Skills and Employment plan</li> <li>• Sustainable Transport strategy</li> </ul>	On track	<p>Watford's Local plan is aligned to other Herts authorities in the FEMA to :-</p> <ul style="list-style-type: none"> <li>- underpin planning policies that make the best use of land we have, deliver the homes we need, and reflect the character of Watford</li> <li>- promote public transport, walking and cycling, car clubs</li> <li>- protect strategic transport routes</li> </ul>

		<ul style="list-style-type: none"> <li>• Sector Action Plan</li> <li>• Digital Infrastructure of the town.</li> </ul>		
	Maximise the benefits from the work of the Herts Growth Board	Continuing to develop business case for potential intervention to redevelop WJ and its environment.	On track	Continuing to develop business case for potential intervention to redevelop WJ and its environment.
	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.	<ul style="list-style-type: none"> <li>✓ 31 August 21 – Watford Charity Support Grants awarded to local registered charities and Community Interest Companies</li> <li>✓ 22 September 21 – Watford Business Growth Grant launched to support local businesses of between 5 and 20 employees</li> <li>✓ 30 September 21 – Cultural Business Support and Development Grant launched to businesses, collective groups and individuals in the cultural and creative sectors</li> <li>✓ December 21 - Cultural Business Support and Development Grant closed</li> <li>✓ December 21 – Engage Local Authority neighbours on proposed ‘Fit to Bid’ supply chain grant</li> <li>• December 21 – Launch Sustainable Business Programme (Low Carbon) support grants</li> <li>• January 22– Launch Light Touch Support Programme</li> <li>• January 22 – Explore Legal impacts of working with partner LAs on ‘Fit to Bid’</li> <li>• February 22 – Explore new opportunities for surplus funding, or</li> </ul>	On track	<p>A large range of businesses impacted by the pandemic continue to be supported. 16 charities have shared a total of £61,508 from the Watford Charity Support Grant to date.</p> <p>18 businesses have been awarded a total of £103,000 from the Watford Business Growth Grant to date and criteria has recently been expanded – a further 5 are being reviewed for approval.</p> <p>5 businesses have been awarded a total of £9,405 from the Cultural Business Support and Development Grant to date with a further 25 being reviewed for approval.</p> <p>Anticipating that 75-100 businesses will take part in the light touch support programme.</p> <p>New ARG (Pot 3) grants created to support those local businesses impacted directly by Omicron variant e.g. hospitality, leisure, retail, arts, accommodation sectors.</p>

		revert to scale-up existing schemes – RCB report <ul style="list-style-type: none"> <li>March 22 – Complete spending of ARG ‘top-up’ funding</li> </ul>		
	Respond to opportunities and challenges presented by Brexit and the new regulatory framework working with Hertfordshire Local Enterprise Partnership	<ul style="list-style-type: none"> <li>January 22 – Post-Brexit import changes to impact businesses in Watford</li> <li>July 22 – Post-Brexit import checks commence</li> </ul>	On track	Public Health continue to support local businesses re import/export. Jan 2022 Brexit changes not impacted on Watford businesses too much - many were ahead of game, but monitoring. Focus will now be on July 2022 changes.
	Respond to the Climate Emergency	<ul style="list-style-type: none"> <li>✓ September 21 – Deadline for expressions of interest for Low Carbon Business Grant</li> <li>✓ October 21 – Evaluate proposals and appoint a specialist</li> <li>✓ November 21 – Agree terms and sign contract</li> <li>✓ November 21 – Add Watford Sustainable Business Programme to website</li> <li>✓ December 21 – Transfer funding to contractor</li> <li>✓ December 21 – Launch Low Carbon Business Grants</li> </ul>	On track	Local company Sustainable X appointed as contractor to develop, plan and introduce a programme to support local businesses make their businesses more sustainable and support the council’s climate emergency work. Further milestones have been captured as part of the council’s Sustainability Strategy and are reported within Appendix A

<b>Objective</b>				
Supporting Businesses To Thrive				
<b>What we want to achieve</b>	<b>How we will do it</b>	<b>Key Milestones</b>	<b>‘BRAG’ Rating</b>	<b>Update</b>
Cont.	Continue to develop effective engagement channels with businesses, so that we as a Council	<ul style="list-style-type: none"> <li>✓ November 21 – Complete review of business engagement</li> </ul>	On track	CRM system continues to be rolled out and is part of BAU activity allowing the council to engage

	<p>can champion their interests in Hertfordshire Local Enterprise Partnership, support networking and channel funding and signpost support to businesses where appropriate</p>	<ul style="list-style-type: none"> <li>✓ November 21 – Re-establish links with key accounts and meetings taking place</li> <li>• December 21 – One Watford for Business forum</li> </ul>		<p>more widely with businesses across the town. Additional experienced resource from Jan '22 to support further engagement.</p>
	<p>Continue to support businesses throughout the duration of the remainder of the pandemic</p>	<ul style="list-style-type: none"> <li>✓ July 21 – Allocate initial Additional Restrictions Grant (ARG)</li> <li>✓ September 21 – Unlock additional ARG funding</li> <li>✓ October 21 – Close Taxi grant scheme</li> <li>✓ November 21 – Launch BID Business Improvement Grants</li> <li>• December 21 – Close Travel with Confidence scheme</li> <li>• January 22 – Launch 'wider Watford' Business Improvement Grants to enable those outside of the BID to benefit from funding</li> <li>• January 22 – Review additional requests due to variant of concern and assess ARG surplus funds</li> </ul>	On track	<p>The initial Additional Restrictions Grant (ARG) allocated to Watford of £2.8m has been successfully allocated to a wide-ranging business support programme – this enabled additional funding of £0.98m to be 'unlocked' and allocated.</p> <p>Council match-funded BID-led Business Improvement Grants which will provide improvements to local high streets and neighbourhood centres.</p>
	<p>Extend business engagement to encourage firms to make use of innovation funds and business support offers</p>	<ul style="list-style-type: none"> <li>✓ October '21 – Commence telemarketing to boost reach and take-up of grants</li> <li>✓ November '21 – Programme of business engagement events to promote the ARG programmes, wider business support offers, valuable networking opportunities, business mentoring and shared learning of best practice</li> </ul>	On track	<p>Telemarketing has significantly boosted expressions of interest in innovation funds and business support offers. An enhanced internal Economic Development team has ensured that there is greater awareness within our business community.</p> <p>Additional experienced resource from Jan '22 to support further engagement.</p>
	<p>Use our account management system to help us understand the issues facing our largest employers</p>	<ul style="list-style-type: none"> <li>✓ November 21 – Fully implement Customer Relationship Management (CRM) system e.g. Business Rate data</li> </ul>	Complete	<p>CRM system now available and part of BAU activity. This provides a greater understanding of the</p>

		<ul style="list-style-type: none"> <li>✓ November 21 – Re-establish links with key accounts and meetings taking place</li> </ul>		<p>challenges our businesses face, so that we can support them to remain in the borough contributing to the local economy and employing local people.</p> <p>Key Account meetings have been taking place and they are now a core Economic Development BAU activity.</p>
Provide the conditions and assets, such as workspace, to encourage innovative companies to base and development themselves in Watford	<ul style="list-style-type: none"> <li>✓ November 21 – Watford Business Park re-tender</li> <li>✓ December 21 – Approve contractor for Watford Business Park at Cabinet</li> <li>• January 22 – Commence site meetings with contractor</li> <li>• January 22 – Liaise with Environment Agency re water treatment strategy</li> <li>• February 22 – Commence Watford Business Park works</li> </ul>		On track	Watford Business Park works now underway . Main contract re-tendering has resulted in the appointment of a principal contractor for a fixed sum in accordance with the appraisal budget.
Support start-ups and scale-ups, including through the development of an Innovation and Incubation Hub as part of the Town Hall Quarter	<ul style="list-style-type: none"> <li>✓ September 21 – Prove demand for Hub</li> <li>✓ December 21 – Cabinet review of overall Town Hall Quarter Business Case</li> <li>• January 22 – Sign off Project Initiation Document for phase 2</li> <li>• April 22 – Submit final LEP bid</li> </ul>		On track	Overall Town Hall and Colosseum Business Case signed off at Cabinet, opening them up for further community use, including an Innovation and Incubation Hub to support start-up businesses, as part our ambitious Town Hall Quarter programme and will see the future of both buildings secured and brought up to modern standards, whilst enhancing their sustainability and respecting their heritage. Outline LEP Bid submitted.

	Review and relaunch Watford's Inward Investment Strategy	<ul style="list-style-type: none"> <li>✓ November 21 – Present 'Future of Visit Watford' findings Leadership Board</li> <li>✓ November 21 – Commence research of Business</li> <li>• January 22 - Review feedback on existing Inward Investment plan and feed in to new strategy</li> </ul>	On track	This will be linked to the town's place brand and narrative, which will launch in 2022. Key strand will be shaping the town's inward investment offer to business.
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Objective				
Ensure Employment space and Investment opportunities are available				
What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
Cont.	Protect existing employment space	<ul style="list-style-type: none"> <li>✓ October 21 - Clarendon Road - initial mapping of properties and occupiers</li> <li>✓ November 21 – Complete Watford Business Park re-tender</li> <li>✓ November 21 – Watford Business Park re-tender</li> <li>✓ December 21 – approve contractor for Watford Business Park at Cabinet</li> <li>✓ December 21 – Implement property database module of CRM system and public property search interface on a WBC website</li> <li>• January 22 – Supplement Clarendon Road mapping with planning consents, pre-applications and lease breaks</li> <li>• January 22 – Implement property module of CRM system and public property search interface on a WBC website</li> <li>• February 22 – Follow up on near-term lease breaks to ascertain future plans</li> <li>• February 22 – Commence Watford Business Park works</li> </ul>	On track	<p>Officer discussions ongoing re empty properties/pre-applications on Clarendon Road.</p> <p>Demolition works at Watford Business Park completed. Main contract re-tendering has resulted in the appointment of a principal contractor for a fixed sum in accordance with the appraisal budget.</p>



	Work with developers to establish demand for high quality office space	<p>Clarendon Road Investment and Delivery Plan:-</p> <ul style="list-style-type: none"> <li>• Q1 2022 - define and progress actions needed to establish the plan</li> <li>• Q2 2022 - draft plan</li> <li>• Q3 2022/Q4 2023 – finalise plan</li> </ul> <p>Inward Investment Plan:-</p> <ul style="list-style-type: none"> <li>• Q1 2022 - define and progress actions needed to establish the plan</li> <li>• Q2 2022 - draft plan</li> <li>• Q3 2022/Q4 2023 – finalise plan</li> </ul>	On track	Both due to commence early 2022
	Deliver new employment space in the district, including a new Innovation and Incubation Hub as part of the Town Hall Quarter programme	<ul style="list-style-type: none"> <li>• September 21 – Prove demand for Hub</li> <li>• November 21 – Strategic Outline Case Funding application drafted</li> <li>• November 21 – Informal review and feedback from LEP</li> <li>• December 21 – Cabinet approval of overall Town Hall Quarter Business Case</li> <li>• December 21 – LEP funding application, Strategic Outline Case revisions and final draft submission</li> <li>• January 22 – Sign off phase 2 Project Initiation Document for Innovation and Incubation Hub</li> <li>• April 22 – Submit final LEP bid</li> </ul>	On track	Part of overall the Town Hall Quarter programme, with a strong focus on enterprise and new business, recognising that Watford is a great location for entrepreneurs and growing businesses and seeking to provide a new hub for start-ups and new enterprises. Work is now underway to develop the Innovation and Incubation hub to support start-up businesses across the borough.
	Work with the NHS to understand the timescale and support the extension of the Watford Hospital redevelopment	<ul style="list-style-type: none"> <li>✓ August 21 – Agree Outline planning</li> <li>✓ August 21 – Agree S106 Heads of Terms</li> <li>• January 22 – HCC to sign S106</li> <li>• March 22 – Practical completion of multi-storey car park</li> </ul>	On track	West Hertfordshire Hospitals NHS Trust has published their proposals for Watford Hospital. Our masterplan takes the Watford Hospital into account and will continue to support and facilitate progress. The long-term Watford Riverwell regeneration project supports the Hospital

				redevelopment in this part of the town.
	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	<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 2022 – Review of bus station and car parking scenarios complete</li> <li>• Q2 2022 – Review of St Albans access road and National Rail proposals for station enhancements complete</li> </ul>	On track	Project continues to work towards securing comprehensive and coherent regeneration of Watford Junction rail lands, improvements to Watford Junction Station, ensuring that redevelopment of the area does not overload Watford's road network, championing creation of a high quality place at Watford Junction, securing appropriate planning, maintaining relationships with key stakeholders and landowners and promoting redevelopment of the rail lands.

#### ECONOMIC GROWTH STRATEGY PRIORITY

Support our key sectors

<b>Objective</b>				
Support our key sectors				
What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
<ul style="list-style-type: none"> <li>• We will leverage our sectors</li> <li>• We will attract investment to Watford</li> <li>• We will drive the economic recovery of Watford</li> </ul>	<b>Cross sector initiatives</b>	<ul style="list-style-type: none"> <li>• Ongoing – work with Herts Local Enterprise Partnership to develop and deliver sector action plans which support our key sectors and businesses</li> </ul>	On track	Scoped work package for interim resource to research and develop the Watford Sector Action Plan, covering healthcare, and digital-tech as cross-cutting sector, with Creative sector to follow when LEP

<ul style="list-style-type: none"> <li>We will implement our Economic Growth Strategy plan</li> </ul>				reports are ready. Awaiting decision on LEP funding bid for Creative & Screen sector
	<b>Key sector identification - Professional Services, Creative, Cultural Digital and film, Healthcare (medical services, medical equipment and pharma), Retail, Leisure and Hospitality)</b>	<ul style="list-style-type: none"> <li>November 22 - Watford Sector Action Plan - scope work package for interim resource to research and develop the Watford SAP, covering healthcare, PBS and digital-tech as cross-cutting sector, with Creative to follow when LEP reports are ready</li> </ul>	On track	Awaiting decision on LEP funding bid for Creative & Screen sector.
	Work with all sectors to understand their plans and priorities, accommodation and skills needs	<ul style="list-style-type: none"> <li>January 22 – Creative and Screen Sector Action Plan – commence Business engagement work</li> <li>February 22 – Explore alignment of Cultural Strategy and Town Hall Quarter cultural potential with the Creative and Screen Sector Action</li> </ul>	On track	Scoped work package for interim resource to research and develop the Watford Sector Action Plan, covering healthcare, PBS and digital-tech as cross-cutting sector, with Creative sector to follow when LEP reports are ready. Awaiting decision on LEP funding bid for Creative & Screen sector. Have appointed external company to develop more statistics on sectors.
	Seek to retain existing businesses and work with them to attract similar businesses to co-locate here	<ul style="list-style-type: none"> <li>Q1 2022 - draft Sector Action Plan</li> <li>Q2 2022 – finalise Sector Action Plan</li> <li>Q4 2022/23 – establish and launch an active ambassador network</li> </ul>	On track	Actions to establish this are now live. This is linked to Key Account engagement, business networks, inward investment plan and supporting sectors (action plan).
	Prioritise key sectors in the Inward Investment Strategy	<ul style="list-style-type: none"> <li>January 22 – Review sector-specific feedback on existing Inward Investment plan and feed in to new strategy</li> </ul>	On track	This will be linked to the town's place brand and narrative, which will launch in 2022. Key strand will be shaping the town's inward investment offer to business.

	Work with Hertfordshire Local Enterprise Partnership, neighbouring districts and Herts Growth Board on a Creative and Screen Industries Working Group.	<ul style="list-style-type: none"> <li>✓ November 21 – Regular participation in Herts Growth Board Creative and Screen Industries working group</li> <li>✓ November 21 – Herts Growth Board sub-group met to commence scope Herts Film Office</li> </ul>	On track	Council Events Manager in attendance to ensure that South West Herts leverages its geographical location at the centre of UK screen industries, in line with our Economic Growth Strategy.
	Work with cultural entrepreneurs to establish the demand for space for cultural enterprises and identify opportunities to provide it	<ul style="list-style-type: none"> <li>• <i>Ongoing monitoring of vacant units in Town Centre</i></li> <li>✓ October 21 – engage Watford Palace Theatre re Cultural Grants</li> <li>• January 22 – Panel review of applications and award grants</li> </ul>	On track	Vacant units tracked as part of Mayor's Town Centre Operations Group. Voids remain low compared to peer locations. 39 Cultural Grant applications received and panel reviewing.
	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	<ul style="list-style-type: none"> <li>• January 22 – Creative and Screen Sector Action Plan – commence Business engagement work</li> </ul>	On track	Scoped work package for interim resource to research and develop the Watford Sector Action Plan, covering healthcare, and digital-tech as cross-cutting sector, with Creative sector to follow when LEP reports are ready. Awaiting decision on LEP funding bid for Creative & Screen sector

**ECONOMIC GROWTH STRATEGY PRIORITY**

Create a new economic future for the Town Centre

**Objective**

Create Watford's place based brand narrative and marketing approach

What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
<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> </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	<ul style="list-style-type: none"> <li>• <i>Ongoing Town Centre Ops Group with partners, chaired by the Elected Mayor</i></li> <li>✓ October 21 – Combine partner events into a single Watford calendar</li> </ul>	On track	Town Centre metrics created and being reviewed regularly. Key partners (BID, Police, Atria, Officers) attend to ensure the town centre continues to attract people back post-lockdowns.

<ul style="list-style-type: none"> <li>We will attract investment to Watford</li> <li>We will Review, Renew and Repurpose Watford's Town Centre</li> </ul>				Continuing to develop shared vision and strategy. Single events calendar being developed for 2022.
	Ensure that Watford town centre promotes a diverse experience and is a welcoming place	<ul style="list-style-type: none"> <li>✓ September 21 – Inaugural Market 'Lates' event to promote revamped Watford Market and its offering</li> <li>✓ December 21 – Wayfinding/Heritage Trail Expressions of Interest</li> <li>• January 22 – explore speciality markets</li> <li>• January 22 – Market unit available for creator/ maker artisans to display and sell craft products</li> <li>• January 22 – publish Wayfinding/Heritage Trail tender</li> </ul>	On track	<p>Market Lates concept proved and additional successful events held.</p> <p>Wayfinding and Heritage Trail works are now underway and will support an under-represented sector in Watford and one severely impacted by COVID.</p>

Objective				
Supporting Town Centre businesses				
What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
Cont.	Build on the close relationships we have developed with retail hospitality and cultural sector businesses to trade safely and adapt to the new environment	<ul style="list-style-type: none"> <li>• <i>Ongoing support of local businesses by Public Health team</i></li> <li>✓ December 21 – Review latest Gov't regulations introduced in view of variant of concern and work with local businesses to adhere/implement</li> <li>✓ January 22 – Create new ARG Pot 3 grant schemes</li> <li>• January 22 – Review additional ARG requests for support due to variant of concern</li> </ul>	On track	<p>Ongoing monitoring of variant of concern.</p> <p>Worked with night-time economy businesses and Watford FC to adhere to latest COVID status certification requirements, so they could continue to operate from mid-Dec.</p> <p>New ARG (Pot 3) grants created to support those local businesses impacted directly by Omicron variant e.g. hospitality, leisure, retail, arts, accommodation sectors.</p>

	<p>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</p>	<ul style="list-style-type: none"> <li>✓ September 21 – Prove demand for Hub</li> <li>✓ December 21 – Cabinet approval of overall Town Hall Quarter Business Case</li> <li>• December 21 – LEP funding application, Strategic Outline Case revisions and final draft submission</li> <li>• January 22 – Sign off phase 2 Project Initiation Document</li> <li>• April 22 – Submit final LEP bid</li> </ul>	<p><b>On track</b></p>	<p>Part of overall the Town Hall Quarter programme, with a strong focus on enterprise and new business, recognising that Watford is a great location for entrepreneurs and growing businesses and seeking to provide a new hub for start-ups and new enterprises. Business case has been approved by Cabinet and work is now underway to develop the Innovation and Incubation hub to support start-up businesses across the borough.</p>
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<b>Objective</b> Master-planning, Investment and Accessibility				
<b>What we want to achieve</b>	<b>How we will do it</b>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</b>
<p><i>Cont.</i></p>	<p>Develop a planning framework for Watford town centre</p>	<ul style="list-style-type: none"> <li>✓ October 21 – Appoint Town Centre Framework tenderer</li> <li>✓ October 21 – Review Town Centre strategy at cross-party Strategy forum</li> <li>✓ November 21 – Launch Town Centre framework</li> <li>✓ November 21 – Commence engagement with stakeholders, businesses and community on town centre issues and priorities</li> <li>✓ December 21 – Publish Heritage Trail and Public Art Expression of Interest</li> <li>✓ December 21 – Finalise Wayfinding brief for Expressions of Interest</li> <li>✓ December 21 – Review Town Centre Strategy at Leadership Board</li> </ul>	<p><b>On track</b></p>	<p>Town Centre framework - vacant shop in Atria secured for 'urban' room to demonstrate to public and 'Commonplace' website launched for public engagement. Analysis on development potential and transport commenced. Youth engagement programme further developed, with interest from a range of schools and youth organisations. 16 Expressions of Interest received for a provider/consultant to lead the Wayfinding and Heritage trail work looking at feasibility, recommendations, how to deliver</p>

		<ul style="list-style-type: none"> <li>December 21 – Commission Town Centre provider</li> <li>January 22 – Complete community engagement on town centre issues and priorities</li> </ul>		and cost involved. Heritage trail pilot due before end March.
	Improve the public realm and utilisation of recreational space	<ul style="list-style-type: none"> <li>✓ September 21 – Commence Market Street South works</li> <li>✓ November 21 – Re-open Clarendon Road carriageway traffic both ways</li> <li>✓ November 21 – Former magistrate’s courts reinstated</li> <li>✓ January 22 – Complete phase 1 of Market Street (South) works</li> <li>• January 22 – Planning and design for Market Street North</li> </ul>	On track	Market Street is to benefit from a range of streetscape improvements to improve the look and feel of the area, create an attractive, safe space at the heart of the town centre and provide a better experience as a place to meet, relax and enjoy. Works include the introduction of better cycle parking facilities, safer cycling routes and new modern street furniture, as well as pedestrian friendly measures such as renewed footway paving, improved drainage and strategically placing bollards to prevent illegal parking. WBC are also into a 2 year streetscape maintenance agreement with HCC for the St Albans Road Streetscape project improvements already delivered.
	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	<ul style="list-style-type: none"> <li>✓ December 21 – Approve Town Hall Quarter business case and implementation plan at Cabinet</li> <li>• January - Full Council to consider the budget for the Town Hall Quarter programme moving forward</li> <li>• February – Issue Architectural and M&amp;E designs for Town Hall tender</li> </ul>	On track	Town Hall Quarter Business case has been approved by Cabinet. including recommendations for the Town Hall and Colosseum Refurbishment. Architectural designs for the Town Hall reviewed by internal sponsors and feedback given to the design team to be incorporated into the

				<p>final RIBA stage 2 report due in February 2022.</p> <p>Watford Junction project continues to work towards securing comprehensive and coherent regeneration of Watford Junction rail lands, improvements to Watford Junction Station, ensuring that redevelopment of the area does not overload Watford's road network, championing creation of a high quality place at Watford Junction, securing appropriate planning, maintaining relationships with key stakeholders and landowners and promoting redevelopment of the rail lands.</p>
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<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>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</b>
<i>Cont.</i>	Develop the place based narrative strategy for the town centre, which aligns to the wider brand narrative for the town	<ul style="list-style-type: none"> <li>✓ September 21 – Identify brand narrative</li> <li>✓ October 21 – Review brand strategy with key stakeholders</li> <li>• January / February 22 – Launch of brand narrative</li> </ul>	On track	Our place brand narrative is an important foundation in promoting the diverse retail, leisure and dining offer in our High Street. This has been developed with stakeholders and will be launched in early 2022.
	Review the delivery mechanisms for marketing and promoting Watford	<ul style="list-style-type: none"> <li>• January / February 22 – Fill Marketing Manager role</li> </ul> <p>Further milestones will be established once the Marketing Manager is in post.</p>	Planning underway	Delay in recruiting a suitable candidate to fulfil the role that will promote the town, leverage the new brand narrative, and bring the public to live, work and play in a



				vibrant town with a diverse offering.
	Ensure that the local economy works as a component of the wider local community	<ul style="list-style-type: none"> <li>• <i>Ongoing Town Centre Ops Group with partners chaired by the Elected Mayor</i></li> <li>✓ November 21 – Commence engagement with stakeholders, businesses and community on town centre issues and priorities</li> <li>✓ November 21 – Commence <a href="#">Herts Essex Rapid Transport (HERT)</a> project consultation</li> <li>• January 22 – Review additional ARG requests for support due to variant of concern</li> <li>• January 22 – Complete community engagement on town centre issues and priorities</li> <li>• January / February 22 – Local Plan ‘Examination in Public’</li> <li>• January 22 – Close HERT public consultation</li> <li>• February 22 – Use Hertfordshire Skills and Employment Strategy as a base to develop Watford specific action plan/ interventions</li> </ul>	On track	Multiple public engagement interactions across the renewal objectives to ensure our strategies reflect the wider Watford community.

**ECONOMIC GROWTH STRATEGY PRIORITY**

Support our communities to access opportunities

**Objective**

Consider how inclusive our economic decisions are

What we want to achieve	How we will do it	Key Milestones	‘BRAG’ Rating	Update
<ul style="list-style-type: none"> <li>• We will support people into employment, education and training</li> </ul>	Use our economic spending power to create opportunities locally	<ul style="list-style-type: none"> <li>✓ September 21 – Support KickStart campaign for 16-24 year olds</li> </ul>	On track	A number of KickStarters employed by the Council.

- We will create community wealth
- We will champion inclusivity
- We will leverage the council's scale and expertise

- ✓ November 21 – launch Young Entrepreneurs' programme
- ✓ November 21 – Community Renewal fund discussions held with Stevenage (leading HCC-wide approach)
- ✓ November 21 – Community Renewal fund discussions held with Stevenage (leading HCC-wide approach)
- ✓ November 21 – Submit growth bid for resource to assist this delivery
- December 21 – Community Renewal fund on agenda for One Watford for Business
- January 21 – continue developer discussions re 'meet the buyer' event to involve businesses in their supply chain
- January 22 – Explore potential Skills Academy with a developer and West Herts College
- January 22 – Launch Young Entrepreneurs' 'Hard to Reach' Programme
- January / February 22 – explore Bidding for Business concept
- January 22 – Identify 5 Watford organisations for Community Renewal Fund grant funding

Young Entrepreneurs programme launched 17 Nov to 59 young people (58% of whom identified as female), providing support to help local YEs progress business opportunities. Online 'bootcamp' provided to all attendees, with view to awarding 20 grants to Watford's YEs, with ongoing networking support to develop their business.

Watford are working with other local authorities on the Herts-wide Community Renewal Fund application. The fund will focus on 4 key themes of investment in skills, local business, communities and supporting people into employment.

Rebel Business School now appointed to take forward the 'Hard to Reach' programme (experience of running programmes to hard to reach young people). Intention is to deliver a project which helps develop local supply chains in Watford, and enable businesses to grow, through winning more contracts.

Watford is part of the Herts-wide Community Renewal Fund application, ensuring that Watford is at the forefront of the Herts process. The fund will focus on 4 key themes of investment in skills, local business, communities and supporting people into employment.

	<p>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</p>	<ul style="list-style-type: none"> <li>✓ July 21 – Agree draft Local Plan</li> <li>✓ August 21 – Submit draft Local Plan to the Secretary of State</li> <li>✓ September 21 – Appoint Planning Inspector</li> <li>• January / February 22 – Local Plan ‘Examination in Public’</li> <li>• February 22 – Adopt Local Plan</li> </ul>	<p>On track</p>	<p>Draft Local Plan agreed by Council on Jul 19 2021 and submitted to the Secretary of State for Examination in Public on 6 August. Planning Inspector Will Fieldhouse appointed. ‘Examination in Public’ dates set for mid-Jan to mid-Feb. Hearing statements completed December and Hearing sessions will be virtual. Heritage Impact Assessment completed and agreed with Historic England in December.</p>
	<p>Work with those residents in sectors most impacted by the pandemic, such as retail and hospitality</p>	<p><u>Skills and Employment Plan</u></p> <ul style="list-style-type: none"> <li>• January 22 – Define linkage with sector action plans and agree work to stem from this</li> </ul>	<p>On track</p>	<p>First draft of skills evidence base now received, which is the starting point to develop a Watford Skills and Employment Plan so that we can support individuals and businesses find the right employment/ employee.</p>
	<p>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</p>	<ul style="list-style-type: none"> <li>✓ November 21 – Launch Young Entrepreneurs’ programme</li> <li>• January 22 – 20 Young Entrepreneurs to progress from ‘boot camp’ to intensive tailored programme</li> <li>• January 22 – Explore potential Skills Academy with a developer and West Herts College</li> <li>• January 22 – Launch Young Entrepreneurs’ ‘Hard to Reach’ Programme</li> </ul>	<p>On track</p>	<p>Young Entrepreneurs programme launched 17 Nov to 59 young people (58% of whom identified as female), providing support to help local YEs progress business opportunities. Online ‘bootcamp’ provided to all attendees, with view to awarding 20 grants to Watford’s YEs, with ongoing networking support to develop their business. Aimed at those specifically affected by the impact of COVID. Aimed at creative and green sectors.</p>

	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	<u>Skills and Employment Plan</u> <ul style="list-style-type: none"> <li>✓ November 21 – First draft of skills evidence base</li> <li>• January 22 – Review skills evidence base with West Herts College</li> <li>• February 22 – Use Hertfordshire Skills and Employment Strategy as a base to develop Watford specific action plan/ interventions</li> </ul>	On track	First draft of skills evidence base now received, which is the starting point to develop a Watford Skills and Employment Plan so that we can support individuals and businesses find the right employment/ employee.
	Support the delivery of apprenticeships	<ul style="list-style-type: none"> <li>✓ September 21 – Council involved in KickStart programme</li> <li>• March 22 – initial KickStart placements end at Council</li> </ul>	On track	A number of KickStart apprentices employed by council for 6 months. Businesses have until 17 Dec to register with KickStart.
	Attract new highly skilled workers and retain talented people in the Borough	<u>Skills and Employment Plan</u> <ul style="list-style-type: none"> <li>✓ November 21 – First draft of skills evidence base</li> <li>• January 22 – Review skills evidence base with West Herts College</li> <li>• February 22 – Use Hertfordshire Skills and Employment Strategy as a base to develop Watford specific action plan/ interventions</li> </ul>	On track	First draft of skills evidence base now received, which is the starting point to develop a Watford Skills and Employment Plan so that we can support individuals and businesses find the right employment/ employee..

<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>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</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> <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>	Seek to maximise the growth benefits from planned infrastructure improvements	<ul style="list-style-type: none"> <li>✓ November 21 – Commence <a href="#">Herts Essex Rapid Transport (HERT)</a> project consultation</li> <li>• January 22 – Finalise Sustainable Transport strategy document</li> <li>• January 22 – Present Digital Infrastructure report to Portfolio Holders</li> <li>• January 22 – Close HERT public consultation</li> </ul>	On track	Full Sustainable Transport Strategy document and executive summary updated and under review within project team. Briefing provided to MSG, Leadership Board and paper prepared for Portfolio Holders and All Members. Cabinet report drafted and appendices drafted.
	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>✓ July 21 – Agree draft Local Plan</li> <li>✓ July 21 – Developer to start Family Housing at Riverwell</li> <li>✓ August 21 – Submit draft Local Plan to the Secretary of State</li> <li>✓ September 21– Appoint Local Plan Planning Inspector</li> <li>• January / February 22 - Local Plan 'Examination in Public'</li> <li>• February 22 – Adopt Local Plan</li> <li>• February 22 – Launch sales campaign for Riverwell Family Housing</li> </ul>	On track	The council's joint venture Riverwell development is providing hundreds of high quality homes for local residents. Jarvis is developing the Family Housing at Riverwell which will be launched in the early part of this year.
	Encourage the delivery of high-speed broadband to attract new investment/ support the growth of businesses and housing	<ul style="list-style-type: none"> <li>✓ November 21 – Present Digital Infrastructure report to Managing Director's Strategic Group</li> <li>• January 22 – Present Digital Infrastructure report to Portfolio Holders</li> </ul>	On track	The delivery of high speed broadband is recognised in our Economic Growth Strategy as a key way of boosting investment and growth across the town.

	<p>Create a sustainable transport strategy for the town</p>	<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> <li>✓ October '21 – Strategy consultation closed and views of residents, businesses and stakeholders incorporated into updated draft</li> <li>• February '22 – Cabinet review of final Sustainable Transport Strategy</li> <li>• March '22 – Final Strategy published</li> </ul>	<p>On track</p>	<p>Consultation of the draft of the Sustainable Transport Strategy was launched in August 2021 and closed in October 2021. Significant levels of positive engagement were seen and have been incorporated into a further draft of the Strategy which will be reviewed by Cabinet in February 2022 with the intention of publishing the final Sustainable Transport Strategy by March 2022.</p>
	<p>Ensure that the town's infrastructure attracts local business and supports the wider economy</p>	<ul style="list-style-type: none"> <li>✓ November 21 – Commence <a href="#">Herts Essex Rapid Transport (HERT)</a> project consultation</li> <li>• January 22 – Close HERT public consultation</li> </ul>	<p>On track</p>	<p>A new, sustainable passenger transport network that will carry more people than a car, but be more convenient and reliable than a traditional bus. The proposed HERT will run from Hemel Hempstead and West Watford, with opportunities to link in with the MLX replacement. The project is in its early stages but consultation is open at the current time and due to close this month.</p>

<b>Objective</b>				
Managing environmental impact across the Borough				
<b>What we want to achieve</b>	<b>How we will do it</b>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</b>
<i>Cont.</i>	Encourage low carbon businesses to invest and grow in the borough	✓ December 21 – launch Sustainable Business Programme (Low Carbon) support grants	On track	Local company Sustainable X appointed as contractor to develop, plan and introduce a programme to support local businesses make their businesses more sustainable and support the council's climate emergency work.

## Work Stream 3: Organisational Renewal

### 3.1 Key achievements over this period

- Ongoing use of Amenities area as a vaccination centre to improve the provision of COVID vaccine to the people of Watford
- Digitisation of Waste and Recycling processes now live
- Agreed introduction of hybrid technology for Committee meetings in the Council Chamber, to ensure our decision making is as transparent and accessible as possible and allows our residents to actively engage in local democracy
- Draft 2022/23 growth bids submitted and reviewed by leaders and portfolio holders
- Payments received from Atria for 'pay-over' (£129k), final balance of John Lewis site (£20k) and unforecasted additional £98k
- Arrangements in place for the completion of Gade House disposal
- Council investment strategy reviewed and management contract renewed with current provider
- Lease variation agreed with Citiparks to enable repayment of £774k rent arrears
- Lease re-gear agreed with Eskmuir to realise £795k premium by end calendar year
- Terms agreed with RIAS to re-gear lease and enable £240k premium in due course
- Successful trial and installation of internal hybrid meeting technology (8\*8 type) in meeting rooms at Town Hall and alternative agile workspace locations
- Town Hall decarbonisation works commenced and alternative staff office working plan successfully implemented
- Third round of 'staff-to-staff' Time to Talk sessions held to improve staff wellbeing and develop additional Officer relationships
- Agile and Managing by Outputs training for senior staff completed, to enable the development of Agile Charters to determine the way in which staff can best serve our customers in the future
- Menu of options introduced to support teams' ways of working and the health and wellbeing of staff
- Staff COVID guidance reviewed and updated in light of new variant of concern – individual COVID risk assessments confirmed
- Quarterly Watford Health & You newsletter published with focus on 'making it safer for women and girls'
- Business continuity plans updated in line with supply chain pressures.



### 3.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
	Completed/ Initial activity outlined complete	5
	On track/revisit at end of each lockdown	19
	Planning underway	0
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influence, or reported elsewhere on update	2
<b>Total</b>		<b>26</b>

DELIVERY PLAN OBJECTIVE				
Deliver high quality sustainable services				
Commitment				
Manage our organisational renewal post Covid-19				
What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
<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>	<p>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</p>	<ul style="list-style-type: none"> <li>✓ October 21 – Cabinet approval for refreshed R2R plan</li> <li>✓ January 22– Quarterly R2R plan update</li> <li>• 07 February 22 – Review by Cabinet</li> <li>• 24 February 22 – Review by Overview &amp; Scrutiny Committee</li> </ul>	On track	Revised reporting approach to Renewal with focus on Business & Economy, Community and Organisational Renewal ensuring that transparency is provided in relation to renewal activity across the town.
	<p>We will continue to review our risk assessments on a regular basis to protect our customers and staff,</p>	<ul style="list-style-type: none"> <li>• <i>Ongoing review of Council risk assessments</i></li> </ul>	On track	Council risk assessments up to date and regularly reviewed to ensure that we can continue to keep customers, staff and members safe.

	and will respond accordingly when the risk of Covid-19 changes			Staff COVID guidance reviewed and updated in light of any change in government guidance or emergence of new variant of concern – individual COVID risk assessments confirmed
	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	<ul style="list-style-type: none"> <li>• <i>Ongoing use of Amenities area as a vaccination centre</i></li> <li>✓ November 21 – Lease extension request received</li> <li>• January 22 – Lease renewal arrangements</li> </ul>	On track	<p>The Town Hall has continued to be used as a vaccination centre to support the roll out of the Covid-19 vaccine, which includes the recent booster programme.</p> <p>Lease extension requested to continue using Amenities area as a vaccination centre until June 2022</p>
	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	<ul style="list-style-type: none"> <li>• <i>Ongoing use of testing site and other site discussions underway, if needed</i></li> </ul>	On track	Testing site remain available across the town with the council continuing to work closely with the NHS to support the testing regime, in line with government guidance
	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	<ul style="list-style-type: none"> <li>✓ September 21 – Digitise waste and recycling processes</li> <li>✓ December 21 – Re-plan digitisation work milestone dates for Revenues and Benefits forms</li> <li>• January to March 22 – Develop new suite of licensing forms following decision of Gov.UK to withdraw the existing standard suite of forms</li> <li>• April 22 – New licensing forms available</li> </ul>	Delivery Reprofiled	Following 18 months of Covid-19 grants work, the Revenues and Benefits team are currently focussing on re-establishing their business as usual processes which will allow a further review of digitisation opportunities. Gov.UK withdrawing their existing suite of licensing forms and so in-house work underway to deliver a

				new set of forms so that a digital service can be maintained
	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	<ul style="list-style-type: none"> <li>✓ November 21 – Agree implementation of hybrid technology for Committee meetings</li> <li>✓ December 21 – Install internal hybrid 8*8 meeting technology</li> <li>• January 22 – Monitor internal hybrid 8*8 tech live system</li> <li>• February 22 – Implementation of hybrid technology in Council Chamber for Committee meetings</li> </ul>	On track	Internal hybrid 8*8 technology installed in 2 Town Hall meeting rooms and at Watford Community Housing in order to support hybrid meetings, embed agile ways of working and allow people to continue serving our residents even when self-isolating. All member meetings continue to be broadcast online allowing for greater transparency and resident accessibility.

**DELIVERY PLAN OBJECTIVE**

Welcome innovation, technology and new ways of working to continuously improve

**Commitment**

Ensure that the council's future office accommodation is fit for purpose

What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
<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> <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>	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>✓ June '21 – Undertake staff ways of working survey</li> <li>✓ June '21 – Engage Staff Ambassadors</li> <li>✓ October '21 – Council agile principles approved</li> <li>✓ December '21 – Following feedback from staff, development of Agile Charters for all services setting out how services will work in an agile way in the future</li> </ul>	On track	Our Reimagining Watford project continues to progress with Agile Charters drafted by all services to determine the best way of working in a balanced and collaborative way when staff return to the office. Engagement with staff and, in particular, our Staff Ambassadors Group, is continuing with further staff surveys scheduled for the new year.
	Through our Reimagining Watford project, we will continue to engage	✓ September 21 – Pathfinders appointed	On track	The development of the culture, behaviours and skills required to

	<p>regularly with the Staff Ambassador Group and our Management Group so that our values and behaviours are co-designed</p>	<ul style="list-style-type: none"> <li>✓ October 21 – Pathfinders’ training</li> <li>✓ November 21 – Scope values and behaviours</li> <li>✓ November 21 – Publish staff working comms and update Reimagining Watford Intranet pages</li> <li>✓ November 21 – support staff during the move to new Agile working spaces</li> <li>✓ December 21 – Agile and Managing by Outputs training for managers</li> <li>• December / January 21 – Deliver mop-up Agile training for managers</li> </ul>		<p>work in agile ways has been realigned to the HR function to be delivered as part of the Council’s OD plan. An Executive Group Head Assistant has now been assigned to this work which will commence in Q4 of 2021/22 and be reported via the Organisational Development Strategy progress update, shown at Appendix B.</p> <p>The support required for employees to return to working in a redesigned Town Hall space has been brought into the scope of the Reimagining Watford project.</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>	<ul style="list-style-type: none"> <li>✓ November 21– Change to office working venues</li> <li>✓ November 21 – Commence Agile charters via Agile reconnection ‘bubbles’</li> <li>✓ December 21 – Complete development of Agile Charters</li> <li>• January 22 – Review Team Charters and interdependencies across the service areas</li> </ul>	On track	<p>Whilst staff continue to work at home as a result of the change to government guidance, additional desk and meeting space at alternative sites were introduced in November 2021 providing additional collaborative space to support our agile ways of working. All teams have now drafted Agile Charters which will set out how they can best serve the residents of the town in an agile way 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>	<ul style="list-style-type: none"> <li>✓ December 21 – Town Hall Refurbishment business case approved at Cabinet</li> <li>✓ January 22 – Initial mood boards shared with Staff Ambassadors Group</li> </ul>	On track	<p>In order to continue providing the best service for our residents and businesses in modern, fit-for-purpose and value-for-money office space on a significantly reduced footprint, the Outline Business Case recommending the refurbishment of the Town Hall and the opening up of</p>

		<ul style="list-style-type: none"> <li>February 22 – Work underway to new working space in the Annexe building of the Town Hall</li> <li>June 22 – Refurbishment of new working space complete and available for collaborative staff use</li> </ul>		the building to the community in the space left by council space, was approved by Cabinet in December. Over the coming months, the designs will be confirmed and refurbishment works in the Annexe commenced.
	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	<ul style="list-style-type: none"> <li>Ongoing use of 8*8 technology</li> <li>✓ Dec – install internal hybrid 8*8 meeting technology</li> </ul>	On track	Internal hybrid 8*8 technology installed in 2 Town Hall meeting rooms and at Watford Community Housing in order to support hybrid meetings, embed agile ways of working and allow people to continue serving our residents even when self-isolating. All member meetings continue to be broadcast online allowing for greater transparency and resident accessibility.

**DELIVERY PLAN OBJECTIVE**

Welcome innovation, technology and new ways of working to continuously improve

**Commitment**

Embed resilience across the organisation

What we want to achieve	How we will do it	Key Milestones	'BRAG' Rating	Update
<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> </ul>	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	<ul style="list-style-type: none"> <li><i>Ongoing review of Council risk assessments</i></li> </ul>	On track	COVID guidance docs remain on intranet and reviewed regularly in line with Government guidance. Council risk assessments up to date and regularly reviewed to ensure that we can continue to keep customers, staff and members safe. Staff COVID guidance reviewed and

<ul style="list-style-type: none"> <li>A healthy, safe and educated workforce</li> </ul>	<p>measures to mitigate the impact of Covid-19</p>			<p>updated in light of any change in government guidance or emergence of new variant of concern – individual COVID risk assessments confirmed.</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>	<ul style="list-style-type: none"> <li><i>Ongoing Health &amp; Wellbeing Champions meetings</i></li> <li>✓ November 21 – Publish quarterly Watford Health and You newsletter</li> <li>✓ December 21 – Mental Health First Aider refresher training</li> </ul>	<p>On track</p>	<p>Line Managers continue to check in regularly with staff, particularly given the reintroduction of working from home guidance. Our Mental Health First Aiders have been recredited and Watford Health and You information, accessible for all staff, remains updated.</p>
	<p>We will continue our Time to Talk initiative, providing space for staff to reconnect and support their and colleagues’ mental health</p>	<ul style="list-style-type: none"> <li>✓ September / October ‘21 – Third round of ‘staff-to-staff’ Time to Talk sessions</li> </ul>	<p>On track</p>	<p>Three ‘Time to Talk’ sessions have now been held across the council, reconnecting staff from across the organisation and providing them with space to talk.</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>	<ul style="list-style-type: none"> <li><i>Ongoing review and update of business continuity plans</i></li> </ul>	<p>Complete and ongoing</p>	<p>All service business continuity plans have been updated throughout the pandemic, allowing us to maintain services as new waves emerge.</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,</p>	<ul style="list-style-type: none"> <li>April 22 – Next PDR cycle opens</li> <li>June 22 – PDR cycle closes and all information collated to ensure that we can continue to support staff with professional and personal development</li> </ul>	<p>On track</p>	<p>The next annual appraisal cycle is due to open in April 2022, providing staff with an opportunity, on top of their regular 1:1s, to set and review objectives, feeding into corporate priorities and discuss opportunity for training and development.</p>

	<p>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>	<ul style="list-style-type: none"> <li>• <i>Regular communications to staff</i></li> <li>• <i>Ongoing use of Amenities area as a vaccination centre</i></li> </ul>	<p>Complete and Ongoing</p>	<p>The Town Hall continues to be used as a vaccination centre, including for the recent booster programme. Regular staff communications, including directly from the Manager Director, have encouraged staff to take up the offer of a Covid-19 jab and booster. Whilst there have been incidences of staff catching Covid, incidences of absence as a result have been relatively low.</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>	<ul style="list-style-type: none"> <li>✓ October 21 – Publish staff communications offering flu jab to all staff</li> <li>✓ December 21 – All staff reminder mail</li> </ul>	<p>Complete</p>	<p>All staff across the council have been offered a flu jab, with many employees also able to access the jab via an extended NHS offer for 2021/22. Incidences of flu have been extremely low.</p>
	<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</p>	<ul style="list-style-type: none"> <li>✓ November 21 – Publish and use in Agile reconnection bubbles to develop Agile charters</li> <li>✓ January 22 – Complete development of Agile Charters</li> </ul>	<p>Complete</p>	<p>Menu of Options now part of Agile Charters and being discussed in Agile bubbles. This provides staff across the council with alternative plans for collaborative work to be undertaken, making best use of assets owned by the council</p>

<b>DELIVERY PLAN OBJECTIVE</b>				
Focus our budget so we can deliver on our commitments and secure investment to work for Watford				
<b>Commitment</b>				
Deliver the council's financial recovery				
<b>What we want to achieve</b>	<b>How we will do it</b>	<b>Key Milestones</b>	<b>'BRAG' Rating</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>• A sustainable and balanced budget which continues to support delivery of our services as well as our ambitious Council Plan</li> <li>• Sufficient financial support to help the town, our residents, businesses and community recover and renew from Covid-19</li> <li>• A robust local supply chain able to support our services and portfolio of projects</li> </ul>	<p>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</p>	<ul style="list-style-type: none"> <li>✓ July 20 – Renewal budget approved by Cabinet</li> <li>• <i>Ongoing – RCB approval (&lt;£5k requests)</i></li> <li>• <i>Ongoing – Tactical Portfolio Holders approval (&gt;£5k requests)</i></li> <li>• <i>Ongoing monitoring by Head of EPMO</i></li> </ul>	On track	£550,000 remains in the Renewal budget which has already supported High Street marshals, the Council's popular 'Lates' night markets, Christmas lights in the Town Centre, the development of our voluntary sector strategy and Watford Outdoor Theatre. Further requests for funding to support the council's Civic Centenary celebration are awaiting approval.
	<p>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</p>	<ul style="list-style-type: none"> <li>✓ October / November 21 – Service financial planning underway</li> <li>✓ December 21 – Draft budget developed and reviewed</li> <li>• January 22 – Budget council</li> <li>• April 22 – New financial year</li> </ul>	On track	Budget council is scheduled for 24 January. Approval of the budget will allow for the council to continue focusing on priorities and delivering high quality services for the residents and businesses of Watford.
	<p>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</p>	<ul style="list-style-type: none"> <li>✓ October / November 21 – Service financial planning underway</li> <li>✓ December 21 – Draft budget developed and reviewed</li> <li>• January 22 – Budget council</li> <li>• April 22 – New financial year</li> </ul>	On track	Budget council is scheduled for 24 January. Approval of the budget will allow for the council to continue focusing on priorities and delivering high quality services for the residents and businesses of Watford.



	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	<i>Reported under Business &amp; Economy work stream</i>	<i>N/a</i>	<i>Reported under Business &amp; Economy work stream</i>
	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	<ul style="list-style-type: none"> <li><i>Ongoing - work with other LAs and DLUHC (Dept of Levelling Up, Housing &amp; Communities) on highlighting cost of leisure provision during COVID</i></li> </ul>	On track	Working with HCC and LA colleagues to ensure the all COVID funding spent by end of financial year
	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	✓ November 21 – All projects reviewed	Complete	Projects reviewed. Minor impact from COVID-19 itself but knock-on effect as a result of global constriction material increases and labour shortages. Delivery of all projects continue to be monitored by the council's Enterprise Programme Management Office and regularly reported to Leadership Board.
	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	<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> </ul>	On track	Further refurbishments have completed at Croxley Business Park and monitoring of quarterly rent receipts and comparison with previous quarters remains ongoing. Atria seeing encouraging volumes from leisure and event businesses

	<p>improvements for our local residents and businesses</p>	<ul style="list-style-type: none"> <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> <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 – Decision expected from interested party on 935 High St proposal</li> <li>✓ November '21 – Atria pay-over due</li> </ul>		<p>since lockdown ended on 19 July, in line with expected change in consumer behaviours post-COVID.</p>
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Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 28 February 2022

**Report author:** Group Head of Democracy and Governance/Executive Head of Commercial Finance and Innovation

**Title:** Review of Governance Structures for Council Companies

## 1.0 Summary

- 1.1 The council has a set up a number of structures to enable it to either develop land that is in its ownership or to enable it to trade to not only improve the economic, social and environmental wellbeing of Watford but also to obtain a financial return.
- 1.2 Currently the council has 3 companies/joint ventures, is indirectly involved in a fourth and is tendering for a joint venture partner for the Town Hall Neighbourhood Project.
- 1.3 In the constitution Cabinet is the body designated as shareholder/member. Property Investment Board requested that officers review the current governance arrangements for these bodies. This report seeks approval to the setting up of a sub group of Cabinet known as a Shareholder Board that would have proper oversight of the operation on the council’s companies/joint ventures and would provide Cabinet with the necessary assurances.

## 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 setting up of the Board is not approved	There is no one member body looking at the ongoing activities of the council’s companies and joint ventures	The Shareholder Board is established	treat	2

Members unsighted on decisions made by the companies and joint ventures	Potential reputational and financial consequences	The Shareholder Board is established	treat	6
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### 3.0 Recommendations

- 3.1 That a Shareholder Board be established with the terms of reference as set out in the attached appendix 1.
- 3.2 That the membership of the companies/joint ventures be agreed as set out in paragraph 4.8 below.

#### Further information:

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### 4.0 Detailed proposal

- 4.1 The council has established a number of companies/joint venture structures over the last few years and is currently out to procurement for another joint venture for the Town Hall New Neighbourhood project. None of these bodies has any member as a director or board member to avoid conflicts of interest. The constitution designates Cabinet as the shareholder/member and under the various articles of association/member agreements Cabinet has to agree items such as the business plan and appointment of council representatives as directors/board members.
- 4.2 In recent times there have been some significant failures by companies owned by councils which have hit the headlines and have damaged the reputation of local government. Investigations into the failures, have, amongst other things, highlighted lack of clear oversight and good governance arrangements as a common theme, with members being unsighted as to what was happening within these companies and not having appropriate leadership from directors with the necessary experience.

- 4.3 The Property Investment Board at its meeting in December 2020 asked that officers review the governance arrangements for member oversight of the council's companies/joint ventures.
- 4.4 It is therefore proposed that a sub group of Cabinet be established called the Shareholder Board. This would comprise members of Cabinet, would meet quarterly and would have specific responsibility of oversight of all the council's companies/joint ventures. This would address any perceived oversight gap without the need for members to become directly involved as directors/board members themselves with the associated conflict of interests. It would enable council appointed directors/board members to get a steer on a regular basis on the direction of travel the shareholder/member would like to see for the companies/joint ventures.
- 4.5 The terms of reference for the Shareholder Board is attached at Appendix 1. It would be expected that council appointed directors/board members would attend to present reports on the company's/joint venture's operations and obtain the views of the Board. The Board would not have any decision making powers itself but would make recommendations to Cabinet on matters that are for it as shareholder/member to decide on.
- 4.6 Relevant training would be given to members appointed to the Board and Cabinet.
- 4.7 It is also considered that membership of the companies/joint ventures should be refreshed, particularly given that the Managing Director and Director of Finance are either on a board or a director of some which is not advisable as it may lead to a conflict of interest between their legal obligations as director/board member and their duties as statutory officers. In addition the Group Head of Transformation is leaving the council and his position on Watford Commercial Services Limited needs to be replaced.
- 4.8 It is recommended that the opportunity to become directors/board members be also given to Heads of Service. They too would be given appropriate training to enable them to fulfil their role.

It is therefore recommended that membership be as follows:

**Watford Health Campus Partnership LLP**

**Partnership Board**

Group Head of Place Shaping (already a board member)

Head of Property Investment and Regeneration (replacing the Managing Director)

Executive Head of Commercial Finance and Innovation (already a board member)

**Operations Board**

Head of Property Investment and Regeneration (already a board member)

Finance Officer dedicated to Watford Projects

Property Development Project Manager.

**Hart Homes (Watford) Limited**

Executive Head of Commercial Finance and Innovation (replacing Group Head of Community and Environmental Services)

Head of Housing (replacing Director of Finance).

**Watford Commercial Services Limited**

Executive Head of Commercial Finance and Innovation (replacing Group Head of Transformation)

Head of Enterprise Programme Management Office (replacing Group Head of Place Shaping)

Head of Finance (replacing Director of Finance)

It should be noted that appointments to Hart Homes (Watford) Development LLP are made by the Directors of Watford Commercial Services Limited as the 50% member and not Cabinet. The intention would be that the Shareholder Board would monitor its operations via monitoring of Watford Commercial Services Limited.

**5.0 Implications**

**5.1 Financial**

5.1.1 The Shared Director of Finance comments that there are no financial implications.

**5.2 Legal Issues (Monitoring Officer)**

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

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

5.3.1 Having had regard to the council's obligations under s149 Equality Act 2010, it is considered that there are no implications.

**5.4 Staffing**

5.4.1 Training will be arranged for all those appointed to these bodies to ensure they understand their responsibilities.

**5.5 Accommodation**

5.5.1 N/A

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

5.6.1 N/A

## 5.7 **Sustainability**

5.7.1 N/A

### **Appendices**

- Appendix 1 Terms of Reference Shareholder Board

### **Background papers**

No papers were used in the preparation of this report.

## **SHAREHOLDER BOARD**

### **CONSTITUTION**

The Shareholder Board will be a subgroup of Cabinet and will comprise members of Cabinet. Its quorum will be 3.

The Board will be advised by the Managing Director, Director of Finance or their nominated representative, and the Group Head of Democracy and Governance or their nominated representative,

It will be expected that the Directors of the Companies or Board Members will attend as necessary, together with any other officer required.

The Shareholder Board will:

- Meet four times per annum on a quarterly basis.
- The Chair may call an extraordinary board giving appropriate notice
- The companies will ensure a representative attends to address issues on the agenda
- It will not have any decision making powers these being reserved to Cabinet but will provide recommendations to Cabinet and offer guidance to company representatives.

### **OBJECTIVES**

- To oversee the running of the companies from a council perspective ensuring that the council's objectives as a shareholder/member are met and in particular consider recommendations being put forward to the Cabinet on company matters.
- To make recommendations to Cabinet as the decision-making body in relation to all shareholder/member matters which are delegated to Cabinet as shareholder/member.
- To hold regular meetings with nominated company representatives in relation to the strategic performance of each company including the current business plan and longer term objectives.
- To provide feedback to the companies on behalf of the shareholder/member
- To provide guidance in relation to any reserved matters for the shareholder/member, as stated in relevant governance documents, the final decision resting with Cabinet.
- To hold the companies to account to ensure that the interests of the council and its responsibilities are exercised in accordance with the shareholder's/member's wishes.
- To seek assurance from each company that there are appropriate controls in place for good governance and risk management matters
- To review the shareholder management agreements and articles of associations, in particular where there are areas of concern and make recommendations to Cabinet as necessary.

### **TERMS OF REFERENCE**

The Shareholder Board will oversee company activity and make recommendations to Cabinet regarding such matters as:

- the constitution of the Board of Directors;
- the Business Plans and each annual Business Plan;
- the financial performance of the Companies ;



- how council should exercise its function as shareholder/member

The Shareholder Board will receive on a twice-yearly basis:

A report setting out the services provided by the companies and the performance compared to the agreed KPIs

- A report setting out the risks and mitigations
- Progress against the business plans
- Summary financial information including key financial metrics
- Forward look of future developments and opportunities

**The Board will:**

Review and comment on any matters such as the appointment or removal of directors, changing the nature of the business, entering into any new arrangement not set out in the business plan, the winding up of any company and make any recommendations to cabinet as necessary. Cabinet will retain responsibility for approving each company's annual business plan.

# Agenda Item 7

Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 28 February 2022

**Report author:** Democratic Services Manager

**Title:** Neighbourhood Locality Application Review

## 1.0 Summary

1.1 This report provides the final comments and recommendations from the Neighbourhood Locality Fund Working Group following a request to review the application process.

## 2.0 Risks

### 2.1

<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)
Delays in application process resulting in the final stage of approval being submitted after the project/event has taken place.	An application is refused as it would be deemed to be retrospective.	Add additional control measures to remind individual councillors that an application is waiting for their completion.	Treat	2x2 = 4

## 3.0 Recommendations

3.1 A new application process to be developed whereby applications are made through the council's website by an external organisation and to be introduced in 2023/24 at the earliest.

3.2 That a revised interim process be introduced for 2022/23 as detailed in paragraph 4.13.

3.3 Officers review alternative ways to access the Members Portal.

**Further information:**

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

#### 4.0 Detailed proposal

4.1 At the request of the Mayor a small working group was established to review the current Neighbourhood Locality Fund application process. The working group would comprise:

- Councillor Mark Watkin
- Councillor Karen Clarke-Taylor

The group was supported by the Democratic Services Manager, Democratic Services Officer (LM) and the Digital Development Manager.

4.2 At the first meeting it was agreed that the Labour Group should be approached for a Labour councillor to be part of the working group. The Democratic Services Manager contacted Councillor Bell, Leader of the Labour Group, and he put forward Councillor Richard Smith. Councillor Smith was provided with all the information given to the other councillors and the notes and actions from the first meeting.

4.3 In total the group met on three occasions. The terms of reference were:

- To review the current application processes and to make recommendations on any improvements. Having regard to processes used by other local authorities who have similar schemes, including Hertfordshire County Council.
- To make any recommendations to the Mayor and Cabinet for final approval.

#### 4.4 Other local authorities

The Democratic Services Manager contacted local authorities within Hertfordshire and other near authorities. Only two councils had a similar scheme, Hertfordshire County Council and Bedford Borough Council. The Bedford application process had some similarities to the Watford scheme although each ward councillor had their

own budget and they submitted applications through an online form, whereas the Hertfordshire process required organisations to submit applications through the county council's website. Councillor Watkin, as a county councillor, was very aware of the application process for the county council and was able to demonstrate it at the meeting.

#### 4.5 **Survey**

Officers and the members were aware of comments made about the application process and it was therefore considered that it would be useful to carry out a short survey with all councillors in order to gather as many views as possible. The Democratic Services Manager sent an email to all councillors on 21 January. A total of 16 responses were received prior to the working groups last meeting on 10 February. A document setting out the questions is attached at Appendix 1.

#### 4.6 **Using the Members Portal to access applications**

In order to access the Neighbourhood Locality Fund application form it is necessary to use the council provided device and then log on to the VPN and then the Members Portal. It is not possible to access the Members Portal unless on the VPN. Some members have the link to the Members Portal saved on to their desktop or on their usual web browser's bookmarks. The link is also available through the intranet. Once they have opened the portal they need to log in, however this is straight forward as long as they have logged on to the VPN.

4.7 The responses in the survey regarding the submission of applications through the portal were mixed; seven councillors were happy using the portal although some of them recognised that some of their colleagues had difficulties. Six had advised they would prefer an alternative and three had technical issues completing it through the council provided device.

4.8 It was noted during the discussions that since members have been provided with access to their emails through Office 365 there are fewer reasons to log on to the VPN. The working group would like officers to investigate alternative ways of accessing the Members Portal, preferably without having to log on to the VPN. A comment was also made that some councillors will not use the portal and there was also some apathy towards using the council provided device.

4.9 After the forthcoming elections the Democratic Services Manager intends contacting members to ask about their overall use of the Members Portal, which had been introduced as a result of the Watford 2020 review. This will help to identify issues and officers can investigate how they can be resolved.

#### 4.10 **Number of signatures required for an application**

The Democratic Services Manager was aware of some of the concerns about delays caused due to having to wait for individual councillors to sign off applications. Over the last year she has monitored applications and ensured members were made aware of outstanding actions. In order to support the application process if members have identified they are having technical issues and unable to access the portal, the Democratic Services Manager has allowed members to email her their agreement and she has then completed it on their behalf, making notes on the project file as appropriate.

- 4.11 The views about the number of signatures required to support an application were varied in the survey results. There is some concern that if it was reduced to two signatures, where there are wards with mixed political groups, some members may become marginalised and would have no input into the applications or ability to suggest projects. However, there is concern that the requirement for all three ward councillors to acknowledge the application through the portal can cause delays, which is a particular concern if any member is disengaged in the process.
- 4.12 There was some discussion about each councillor being allocated their own funding, similar to the Bedford scheme. However members were concerned that if a councillor was disengaged their funding could go unspent and the local ward would be disenfranchised.
- 4.13 One of the questions referred to the retention of the three signatures and how this should be achieved. Although a number of members felt it should continue to be completed through the Members Portal, the majority felt that an email confirmation should be acceptable, either sent to the lead councillor, the least preferred, or to Democratic Services which was the main preference. The email to the Democratic Services Manager has been used over the last two years and can be continued.
- 4.14 As a result of the comments and the working group's discussions, the members felt the requirement for three signatures should be retained but with some additional steps. The process would involve the following:
- Following the application being submitted by Councillor A, Councillor B would have 21 days to review the application and complete the application through the portal.
  - If Councillor B does not respond within 7 days of the initial email a reminder email will be sent.
  - If Councillor B has still not responded after a further 7 days a second reminder email will be sent in addition warning them if they have not completed within the next 7 days the process will move on to Councillor C. In addition Democratic Services will contact Councillor B by phone to advise

them the application is outstanding and the need to complete the application immediately, providing additional support if required.

- In the meantime Councillor C will be notified that the application has been submitted by Councillor A and is currently awaiting sign off by Councillor B; a further email will follow when they are required to review and sign off the application.

The Digital Development Manager has confirmed it should be possible to set up the reminder emails and enable the application to move on to the next stage if a councillor does not respond within the 21 days.

- 4.15 Following the recent approval of the Leave policy for members it will be necessary to consider how this may impact the application process. At the present time each case will have to be considered on its own merits and discussed with the Group Leader. However, it is not expected this situation is likely to occur very often.
- 4.16 The Democratic Services Manager will continue to support members through the process and if necessary complete application on their behalf subject to an email confirmation having been received.

4.17 **Application process beyond 2022/23**

In reviewing the survey responses and based on the working group's comments, it is suggested that a new application process should be investigated over the coming year and a new system be put in place. The preference is for a scheme similar to the one used by Hertfordshire County Council.

- 4.18 The county council process requires an organisation to complete an application to a county councillor through the county's website. Prior to the application an organisation is encouraged to discuss the application in advance with the county councillor. This ensures the county councillor has had an opportunity to consider an application and provide guidance to the organisation as to whether they consider it acceptable.
- 4.19 A similar scheme for Neighbourhood Locality Fund applications at Watford will need to be developed mindful that there are three ward councillors involved. The scheme will need to ensure there are as few potential delays as possible.
- 4.20 It is not expected that any new scheme will be introduced before May 2023.
- 4.21 Cabinet is asked to review the working groups comments and approve its recommendations.

## 5.0 **Implications**

### 5.1 **Financial**

5.1.1 The Shared Director of Finance comments that the Neighbourhood Locality Funds are within the approved MTFs and there are no further direct financial implications arising from this report.

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

5.2.1 The Group Head of Democracy and Governance comments that there are no direct legal implications. Should Cabinet be minded to approve a new process of direct applications any new process will need to publish clear guidance on what may or may not be considered for funding.

### 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 there are no equalities implications as a direct result of this report.

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 (DPIA) for this report.

### 5.4 **Staffing**

5.4.1 The application process is monitored by Democratic Services to ensure all applications have been processed correctly and provides support as required. In addition, the team arrange all financial payments.

5.4.2 The applications are signed off by the Group Head of Democracy and Governance or her deputy to ensure they meet the application criteria.

5.4.3 The recommendations require officers to look at alternative options and this will be carried out by Democratic Services supported by the Digital Design team, in conjunction with the working group, who have agreed to review any new procedures.

### 5.5 **Accommodation**

5.5.1 Not applicable

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

5.6.1 Not applicable

## 5.7 **Sustainability**

5.7.1 Not applicable

### **Appendices**

Appendix 1 – questions to councillors

### **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.

- Survey responses
- Application processes from Bedford Borough Council and Hertfordshire County Council



**1. What are your views on using the members' portal for the application process? (Delete as appropriate)**

- a. Happy to use the portal
- b. I have technical issues with the portal that need addressing but happy in principle
- c. Would prefer an alternative way of making an application (make any suggestions below)
- d. Any other comments:

**2. What are your views on the requirements for all three ward councillors to sign off applications? (Delete as appropriate)**

- a. Happy with this requirement
- b. Happy in principle but the current process of gaining the required signatures is time inefficient
- c. Would prefer a process which only required two signatures but third councillor is notified
- d. Any other comments:

**3 If 3 signatures are required how should these be obtained**

- a. Through the portal
- b. by email attached by lead councillor to application
- c. by email to Democratic Services.

**4. How could the fund be more effective and accessible for the community? (please delete as appropriate)**

- a. Publicity around the funds
- b. Application being made by the community through the council's website
- c. Other (please specify) or further comments.

**5. Do you have any other comments? Please set them out below.**

# Agenda Item 8

Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 28 February 2022

**Report author:** Senior Democratic Services Officer

**Title:** Electric Vehicles Task Group - final report

## 1.0 Summary

1.1 This report provides Cabinet with the report and recommendations of the Electric Vehicles task group. The full report is attached as Appendix 1.

1.2 Overview and Scrutiny will review this report at its meeting on 24 February 2022. An extract of the relevant section of the minutes is attached at Appendix 2 (to follow).

## 2.0 Risks

2.1 No direct risks to the council have been identified as a result of the task group's recommendations.

## 3.0 Recommendations

3.1 that Cabinet approves the task group's recommendations:

1. To extend and develop the communications around electric vehicles, including the development of an information hub, with a focus on preparing residents for the shift to electric vehicles and enabling access to clear information for users.
2. In order to help the council make the case for funding and to increase understanding of the interest in different areas, an online form should be developed to enable residents to make an expression of interest for a charging unit in their neighbourhood.
3. For the public Sustainability Forum to hold a session discussing electric vehicles with residents.
4. To continue to work collaboratively with Hertfordshire County Council to increase the charging infrastructure in Watford and to make the case to reinstate the use of lamp columns for that purpose as well as other public highway land.
5. To develop an Electric Vehicle Strategy for Watford.

6. To make further consideration about how the taxi fleet can be enabled to transition to more electric vehicles.

**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 At its meeting on 16 December 2021, the Overview and Scrutiny Committee agreed to establish a task group to consider how Watford Borough Council could continue to enable the use of electric vehicles in the borough.

4.2 At that meeting, the membership of the task group was agreed. The following councillors were appointed:

- Councillor Simon Feldman (Chair)
- Councillor Mark Hofman
- Councillor Glen Saffery
- Councillor Jessica Stiff
- Councillor Dennis Watling

4.3 The task group met virtually on two occasions in January 2022. At the first meeting the task group received a presentation on electric vehicle charging infrastructure in the borough. At the second meeting, members reviewed documentation related to wider policies in Watford to enable electric vehicles and considered their conclusions and recommendations.

#### 5.0 Implications

##### 5.1 Financial

5.1.1 The Shared Director of Finance comments that it is expected that the majority of proposals set out within the report can be delivered within existing resources. If a need for further funding is identified this will be brought forward for approval through the normal budget setting process.

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

5.2.1 The Group Head of Democracy and Governance comments that there are no specific legal implications in this report.

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

5.3.1 There are no specific implications in this report.

### 5.4 **Staffing**

5.4.1 There are no staffing implications in this report.

### 5.5 **Accommodation**

5.5.1 There are no accommodation implications in this report.

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

5.6.1 There are no community safety implications in this report.

### 5.7 **Sustainability**

5.7.1 Enabling the use of electric vehicles is an important part of the council's sustainability agenda and the recommendations are focused on this.

## **Appendices**

Appendix 1 – Electric Vehicles Task Group Final Report

Appendix 2 – Extract from minutes of Overview and Scrutiny 24 February 2022 (to follow)

## **Background papers**

There are no specific background papers for this report. All background information used during the task group's work is referenced in the final report.



## **Electric Vehicles Task Group**

**February 2022**

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1. Task group proposal	

### **Task group members**

Councillor Simon Feldman  
Councillor Mark Hofman  
Councillor Glen Saffery  
Councillor Jessica Stiff  
Councillor Dennis Watling

Chair, Councillor for Stanborough Ward  
Councillor for Nascot Ward  
Councillor for Woodside Ward  
Councillor for Park Ward  
Councillor for Callowland Ward

### **Officer support**

Ona Ehimuan  
Jodie Kloss

Democratic Services Officer  
Senior Democratic Services Officer

### **Witnesses**

#### **Watford Borough Council**

Tom Dobrashian  
Susheel Rao  
Andy Smith  
Neil Walker

Group Head of Place Shaping  
Sustainability Officer  
Senior Projects Officer  
Energy and Renewal Surveyor

### **Proposed recommendations to present to Overview and Scrutiny Committee**

1. To extend and develop the communications around electric vehicles, including the development of an information hub, with a focus on preparing residents for the shift to electric vehicles and enabling access to clear information for users.
2. In order to help the council make the case for funding and to increase understanding of the interest in different areas, an online form should be developed to enable residents to make an expression of interest for a charging unit in their neighbourhood.
3. For the public Sustainability Forum to hold a session discussing electric vehicles with residents.
4. To continue to work collaboratively with Hertfordshire County Council to increase the charging infrastructure in Watford and to make the case to reinstate the use of lamp columns for that purpose as well as other public highway land.
5. To develop an Electric Vehicle Strategy for Watford.
6. To make further consideration about how the taxi fleet can be enabled to transition to more electric vehicles.

### **Background and wider context to the task group**

#### **Task group proposal**

In recognition of the growth in ownership and use of electric vehicles as well as the sustainability benefits they offer, a proposal was made by Councillor Ian Stotesbury to review how the council was encouraging and enabling electric vehicles.

Overview and Scrutiny Committee agreed to establish the task group at its meeting on 16 December 2021 and confirmed the membership and chair, as set out above.

### **National context**

The government has announced a ban on the sale of new petrol and diesel vehicles from 2030 which has added significant impetus to the growth in this market. The level of sales in 2021 surpassed the numbers sold in 2019 and 2020 combined.<sup>1</sup>

### **UK-wide initiatives for consumers**

There are a number of policy initiatives in place at a national level designed to incentivise and enable the purchase and use of electric vehicles. As Watford residents are eligible for many of these scheme, the council's main role is to raise awareness of them. The incentives in place include the following:

- Plug-in grants of up to £1,500 are available to offset some of the cost of purchasing a battery electric vehicle (BEV) for vehicles with a retail value of under £32,000. The value of this grant has recently fallen from a maximum grant of £2,500 and a maximum retail price of £35,000.
- The Electric Vehicle Homecharge Scheme provides grant funding of up to 75% of the cost of installing a chargepoint in a domestic property. From April 2022, this grant will no longer be available to homeowners who live in single unit properties but will remain available to residents of flats and those who live in all types of rental accommodation.
- Electric vehicles are exempt from paying vehicle excise duty.
- BEVs are exempt from London's congestion charge. Hybrid vehicles no longer qualify for this discount. They are also exempt from charges in the London Ultra Low Emission Zone.
- There are a number of other areas outside London which are introducing congestion charges and exemptions for electric vehicles are anticipated in these areas too.

There are further schemes available which apply to businesses and commercial vehicles including plug-in grants and funding for charging infrastructure.

Details of relevant schemes for Watford residents are published on the [council's website](#).

### **The context in Watford**

Watford has a high number of existing electric vehicle registrations. By the end of quarter 2 2021, 4,847 full battery electric vehicles had been registered in Watford, an increase of 45%, in the year to date over the total number of registered BEVs at the end of 2020.<sup>2</sup>

The total number of BEVs registered in Watford represents 50.9% of the total number of BEVs registered in Hertfordshire and 1.8% of the total in England. The table below shows the number of vehicles registered across the districts in Hertfordshire.

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<sup>1</sup> <https://www.gov.uk/government/news/government-funding-targeted-at-more-affordable-zero-emission-vehicles-as-market-charges-ahead-in-shift-towards-an-electric-future>

<sup>2</sup> DVLA/DfT data



Department for Transport statistics  
[Vehicle Licensing Statistics](#)

Table VEH0132b

Battery Electric Vehicles or BEVs (subset of ULEVs 1) licensed at the end of the quarter by upper and lower tier local authority 2, United Kingdom from 2011 Q4

ONS LA Code (Apr-2019)	Region/Local Authority (Apr-2019) 3	2021 Q2	2021 Q1	2020 Q4
K02000001	United Kingdom	295,584	249,932	216,379
K03000001	Great Britain	291,997	246,942	213,808
E92000001	England	263,036	221,891	192,256
E10000015	Hertfordshire	9,506	8,023	7,008
E07000095	Broxbourne	209	174	162
E07000096	Dacorum	649	572	523
E07000242	East Hertfordshire	634	543	497
E07000098	Hertsmere	601	519	461
E07000099	North Hertfordshire	581	518	478
E07000240	St Albans	831	713	674
E07000243	Stevenage	149	116	99
E07000102	Three Rivers	501	442	397
<b>E07000103</b>	<b>Watford</b>	<b>4,847</b>	<b>4,005</b>	<b>3,342</b>
E07000241	Welwyn Hatfield	503	421	375
	Local Authority District unknown	c	0	0

Sales of new plug-in hybrid vehicles (PHEVs) are also to be phased out by 2035. The number of registered PHEVs in Watford rose from 1,312 to 1,807 (37.7%) in the same period.

Given the growth in ownership of electric vehicles and the impetus to ensure that residents have the confidence to choose electric vehicles over petrol and diesel cars, the charging infrastructure is an important priority for Watford Borough Council.

The first off-street charging units were installed in 2014 in a number of car parks and the programme has been developing at pace over the intervening years. As of December 2021, there were 23 on-street electric charging units in Watford. Further units are located off street in a number of locations including car parks and in private businesses, such as supermarkets.

In 2020 Watford was invited to join NetX, an innovation project involving the University of Hertfordshire and a number of other councils. The aim was to increase the number of charge points available at from existing apparatus. The project provided £53,000 of grant funding for residential on-street charging and seven additional charge points as a result.

Obstacles encountered in the rollout of charging infrastructure include the available footpath width in some streets, the withdrawal of use of lamp columns, connections to the UKPN supply and some resistance from residents to on-street charging infrastructure.

Future plans for the infrastructure roll out include making a new bid for funding from OLEV, installing more off-street units in a variety of locations working with residents to determine where there is demand for these units.

### **Overview of the task group's programme of work**

The task group held two virtual meetings during January 2022. At the initial meeting, the group agreed the scope for the review as well as the programme of work for the two meetings. Members then received a detailed presentation on the electric vehicle charging infrastructure programme.

At the second meeting, the task group discussed other areas within the council where policies were in place, or forthcoming, to enable increased use of electric vehicles. A number of case studies of other councils were also reviewed. This information from the first meeting and the documentation allowed the members to discuss and agree their conclusions and recommendations.

Additional research work was carried out by Democratic Services to inform the task group's work and to produce this report

A list of the witnesses who provided evidence to the task group is listed on page 3 and a bibliography is provided at the end of this report.

### **Conclusion, recommendations and comments**

#### **Summary of the task group's views on electric vehicles in Watford**

The transition to electric vehicles is vital in addressing climate change. Enabling Watford residents to use electric vehicles is a council priority and there has already been a significant uptake of EVs locally. Watford Council should maintain this as a priority in order to become a leading town for EVs. National policy changes demonstrate that incentivising the use of EVs is being replaced by a focus on enabling their use, reflecting the huge growth in the market. The principal way that the council can enable residents to switch to EVs is by developing and extending the local charging infrastructure. The development of an EV Strategy will provide a valuable framework for this priority. Focusing on infrastructure will address common concerns around range anxiety and the ability to charge vehicles. To that end, the willingness to trial new technologies in Watford is supported as a valuable way to meet growing demand for charging units locally as well as ensuring that existing technologies can be rolled out across Watford's neighbourhoods. The council, and councillors, also have a vital role in providing information and encouragement to residents to support the understanding of EV usage and charging infrastructure.

### **Recommendations**

**To extend and develop the communications around electric vehicles, including the development of an information hub, with a focus on preparing residents for the shift to EVs in the next few years and enabling access to clear information for EV users.**

In order for residents to have the confidence to switch to electric vehicles, they will need to be well-informed about the facilities in place to serve EV users. This infrastructure is growing and the council already has a [map](#) detailing locations of charging facilities. This information is welcome and will be a valuable resource for EV drivers. The [webpages](#) on electric vehicles could be usefully extended to provide a wider range of information. The task group considered [Electric Brighton](#) to be a useful example of an information hub.

The council also has a role in sharing messaging to promote take-up of EVs by residents. The task group suggests that the Communications team look to promote EV uptake to an even greater degree. Such communications could include:

- Advantages of EVs and to having charging infrastructure in the neighbourhood.
- Overall costs of EV ownership
- E-car clubs
- Available grants and schemes for purchasing/owning an EV
- Location of chargers and how to use them
- Any parking restrictions
- How to express an interest in charging facility in a neighbourhood

There should be a particular emphasis on World Clean Air Day on 16 June 2022.

**In order to help the council make the case for funding and to increase understanding of the interest in different areas, an online form should be developed to enable residents to make an expression of interest for a charging unit in their neighbourhood.**

The council is currently extending the number of on-street charging facilities with a focus on areas that do not have off-street parking provision. Careful consideration is made of where would be most suitable to locate charging units. Factors which influence the suitability of locations include the amount of off-road parking, the capacity of the power supply in the road and the width of the pavement.

Officers would be further assisted in this by formalising the database of areas where residents have expressed an interest in having charging facilities. Although there can be no guarantee that they will directly lead to the installation of charging units, the information would help to build a picture of levels of interest in different areas. This data is invaluable for grant applications to install more charging infrastructure in the town. Currently, residents' interest in charging units are captured by the project team but a form on the council's website would provide a more efficient way for residents to express their interest and could be shared by the Communications team.

**For the public Sustainability Forum to hold a session discussing electric vehicles with residents.**

Watford is already a town with a high take-up of electric vehicles and this demand for EVs can be developed by maintaining active dialogue with EV users and those who are interested in switching to an EV. Holding a session with residents to discuss the obstacles and opportunities for using EVs in Watford would afford the opportunity to hear views and

maintain dialogue. It would also provide the opportunity to raise awareness of schemes and infrastructure which will benefit residents.

The Sustainability Forum is held virtually several times a year. It is chaired by the Mayor/ Portfolio Holder for Sustainability and Transport and includes key officers from the council.

**To continue to work collaboratively with Hertfordshire County Council to increase the charging infrastructure in Watford and to make the case to reinstate the use of lamp columns for that purpose as well as other public highway land.**

In 2019 Watford Council declared a Climate Emergency and committed to an ambitious target of being carbon neutral by 2030. The government has also banned the sale of new petrol and diesel vehicles from 2030. In recognition of this as well as the growth in sales of electric vehicles, increasing the charging infrastructure in Watford is a key priority for the council. Recent reports have also shown that sales of EVs are outpacing the supply of charging infrastructure.<sup>3</sup> In order to meet the demand for charging facilities, there will need to be significant growth in the rollout of the infrastructure programme in a range of locations and which reflect the needs of local communities.

Hertfordshire County Council (HCC), in its capacity as the Highways Authority, initially made lamp columns in suitable locations available for use as charging units. However, HCC's position changed and the focus is now on destination charging in shopping centres, car parks and other amenities and lamp columns are no longer being used. This was set out in HCC's [Electric Vehicle Charging Infrastructure Strategy](#). While the task group supports the importance of destination charging, members felt that the need to be able to charge vehicles at home for residents with and without off-street parking should not be underestimated. Research presented to the All Party Parliamentary Group on Electric and Automated Vehicles from the Electric Nation project in 2018 showed that 87% of charging connection events take place at home.<sup>4</sup>

There are a large number of roads in Watford where residents have little off-street parking and it will become increasingly important to enable those residents to choose an EV and have the confidence that charging facilities will be available.

Hertfordshire County Council are a key partner in the delivery of the transport and sustainability agendas and the task group recommend that Watford Council continue to work collaboratively with HCC to make the case for widening the range of locations where charging units can be located, including lamp columns where appropriate. HCC also have control over public highway land throughout Watford and there could also be opportunities to consider how these could be used to meet growing EV infrastructure needs.

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<sup>3</sup> <https://www.ciht.org.uk/news/warning-as-electric-car-sales-outpace-charge-points/>

<sup>4</sup> [https://www.r-e-a.net/wp-content/uploads/2019/10/REA\\_EV\\_Three\\_Phase\\_Report\\_FINAL-PDF-01-08-18-hi-res.pdf](https://www.r-e-a.net/wp-content/uploads/2019/10/REA_EV_Three_Phase_Report_FINAL-PDF-01-08-18-hi-res.pdf) p7

## **To develop an Electric Vehicle Strategy for Watford.**

The council has been very proactive in implementing EV charging at an early stage and has been effective at making use of grant funding opportunities and partnerships as they arise. The task group considered that this proactive approach should be formalised into a holistic Electric Vehicles Strategy for Watford.

There are a number of areas that merit further consideration and review which would assist the infrastructure roll out. These areas include:

- Hertfordshire is understood to need an additional 3,500 on-street EV charge points by 2030 to meet the demand of this growing market. This is an ambitious goal and a strategy should consider whether it would be appropriate to develop a target for Watford in delivering its proportion of that figure.
- A comprehensive review of charging needs across the borough to consider levels of need in different locations as well as the most suitable type of charger and the grid capacity. This could also feed in to how the locations for an E-car club could be determined. For example, the rapid chargers could be more suitable for destination amenities rather than residential areas.
- There is an opportunity to consider how best to capitalise on land owned by Watford Council to progress the charging infrastructure programme. The task group noted that there are sites, including underused garages, which could be suitable for siting charging units. Reviewing the opportunities on WBC land should be done in a strategic way to ensure the most effective use of resources. The council's partners could also be approached about opportunities to locate units on their land.
- Watford Council has been very successful in securing grant funding for EV charging units but given the costs and the demand, investigation could be made of other types of funding models for installing charging units as well as how best to partner with the private sector to deliver units as well as supporting the shift to EVs more widely.
- The task group supported the council's openness to participating in trials of new charging technologies, this approach could be set out in an EV Strategy. Consideration should also be given to how to plan for the obsolescence of charging technologies over time.
- Ensuring that the work undertaken in delivering EV amenities dovetails well with the recent Sustainable Transport Strategy. This strategy highlights the importance of EVs, most notably in the form of an E-car club, but sets them in a broader context of encouraging more active travel and use of public transport. There will be a need to consider the future street space of Watford carefully with the need for electric vehicles bays, cycle parking, bike hire and other forms of alternative transport in line with the Sustainable Transport Strategy.

## **To make further consideration about how the taxi fleet can be enabled to transition to more electric vehicles.**

The task group had a brief discussion about electric taxis in the borough. This was outside of the scope for this review but it is an area where further work is needed to understand the

challenges and opportunities. Further work should be undertaken to understand the issues and any opportunities to enable further electrification of the fleet.

### **Bibliography/background papers**

Report to Overview and Scrutiny Committee – [New task group – electric vehicles](#)  
December 2021.

<https://www.ciht.org.uk/news/warning-as-electric-car-sales-outpace-charge-points/>  
Accessed January 2021

Hertfordshire County Council Electric Vehicle Charging Infrastructure Strategy  
<https://democracy.hertfordshire.gov.uk/documents/s30322/04.%20Item%205-Electric%20Vehicle%20Charging%20Infrastructure%20Strategy.pdf>

The task group would like to thank all their witnesses who generously gave their time to assist with this review.

**Appendix:**

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

<b>Scrutiny review title</b>	Electric vehicles
<b>Scrutiny proposer</b>	Councillor Ian Stotesbury
<b>Details of specific area for review</b>	<p>Watford Council has an important remit in enabling residents to make more environmentally-friendly transport choices.</p> <p>Transport emissions account for 91.8kt of CO2 each year in Watford and road transport is the biggest contributor to this. Electric cars can be part of the solution to addressing transport emissions in Watford.</p> <p>The government has banned the sale of new petrol and diesel cars from 2030, and plug-in hybrid vehicles from 2035, and so the growth in ownership of electric vehicles is expected to continue to grow exponentially.</p> <p>The council's remit extends into a variety of areas including rolling out charging infrastructure, managing car parks and parking services and economic development.</p> <p>Watford already has a significant charging network; more than half of all electric vehicle in Hertfordshire were registered in Watford and 1.8% of all registrations in England were in Watford.</p>
<b>Why this has been proposed for review, including the council priorities it supports</b>	<p>With the development of the Sustainable Transport Strategy and the declaration of a Climate Emergency, enabling and supporting greener transport choices are a key priority for the council.</p> <p>Whilst not the highways authority, the council has significant influence and powers in a number of areas which affect vehicle ownership. The council also has a role in encouraging and communicating sustainable choices by residents.</p> <p>It is therefore important that the town continues to be accessible for these ultra-low emission forms of transport and the council has a role in encouraging greener forms of transport.</p> <p>It supports the council priority for a thriving, diverse and creative town.</p>
<b>Purpose / objectives of the review,</b>	<ul style="list-style-type: none"> <li>• What are the barriers to encouraging wider use/purchase of electric vehicles for residents?</li> </ul>

<b>including key questions</b>	<ul style="list-style-type: none"> <li>• How is the council currently encouraging/enabling the use of electric vehicles?</li> <li>• Where are the gaps in the charging infrastructure?</li> <li>• What are the issues being faced in rolling out more charging infrastructure?</li> <li>• How widely understood is the messaging around the priority of enabling electric vehicle ownership for residents?</li> <li>• Case studies of good practice elsewhere in increasing uptake of electric cars.</li> </ul>
<b>Any areas excluded from the scope</b>	<ul style="list-style-type: none"> <li>• Electric forms of public transport.</li> </ul>
<b>Desired outcomes / indicators of success</b>	<ul style="list-style-type: none"> <li>• A wider understanding of the context of the electric vehicle market and the incentives and barriers to ownership for residents.</li> <li>• An overview of the coverage of charging infrastructure in Watford and the barriers to extending the infrastructure.</li> <li>• A review of case studies of other local authorities which have high levels of electric vehicle ownership</li> <li>• Developing recommendations which add value to the various council work streams enabling electric vehicles.</li> </ul>
<b>Timescale and key dates, including proposed meeting format</b>	<ul style="list-style-type: none"> <li>• Report establishing task group to Overview and Scrutiny 16 December 2021.</li> <li>• To meet during January 2022.</li> <li>• Final report to Overview and Scrutiny on 24 February 2022.</li> <li>• Report to Cabinet 28 February 2022.</li> </ul>
<b>Key departmental lead officer</b>	<p>Jodie Kloss, Senior Democratic Services Officer Ona Ehimuan, Democratic Services Officer</p>
<b>Potential witnesses</b>	<p>Andy Smith Head of Transport and Infrastructure Neil Walker, Energy and Housing Renewal Surveyor Susheel Rao, Sustainability Officer</p>
<b>What activities need to be taken to achieve the outcomes</b>	<ul style="list-style-type: none"> <li>• Summarising information about relevant local and national incentives for electric vehicles.</li> <li>• Producing a summary of charging infrastructure in Watford and understanding the next priority areas.</li> <li>• Reviewing learning points from case studies.</li> </ul>
<b>Key policies / documentation / baseline information needed</b>	<ul style="list-style-type: none"> <li>• Overview of national grants available for purchasing and owning an electric vehicle.</li> <li>• Hertfordshire County Council's position statements / Draft EV charging strategy (if available)</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>• Lack of opportunity to understand how to encourage use of electric vehicles from councillors' perspective.</li><li>• Insufficient engagement with backbench councillors on developing future priorities for electric vehicle infrastructure and strategies.</li></ul>

# Agenda Item 9

Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 28 February 2022

**Report author:** Senior Democratic Services Officer

**Title:** Sustainable Transport Strategy Task Group - final report

## 1.0 Summary

1.1 This report provides Cabinet with the final report and recommendations of the Sustainable Transport Strategy Task Group. The full report is attached as Appendix 1.

1.2 The report was approved by Overview and Scrutiny Committee at its meeting on 31 January 2022. An extract of the relevant minutes is attached as Appendix 2.

## 2.0 Risks

2.1 No direct risks to the council have been identified as a result of the task group's recommendations.

## 3.0 Recommendations

3.1 that Cabinet approves the task group's recommendations:

1. The priority for the implementation of the strategy should be to reduce the number of short trips (under 2 miles) that are driven in Watford. This should be a determining factor in how actions contained in the strategy are prioritised.
2. In recognition of the close geographical relationships with neighbouring districts, ongoing partnership work should continue to be developed with areas that border Watford.
3. To build on the popularity of the bike share scheme, the council should explore with neighbouring authorities and other stakeholders how the scheme could be expanded beyond the borough's boundaries.
4. In considering whether there are any areas in Watford that would benefit from becoming a low-traffic neighbourhood, the highest priority should be working with and listening to residents and local stakeholders. Low traffic

neighbourhoods could be considered if they have extensive community support designed to address a defined local issue.

5. The strategy, or associated documentation, should include a target to have a travel plan in place for every school in the borough and proactively work with schools and Hertfordshire County Council to achieve this.
6. Further work should be undertaken with local businesses and other stakeholders to improve transport links to employment areas that are not easily reached without a car to consider how access could be improved.
7. Recognising that accepting the need for wider change is different to making personal behavioural change, further work is needed to consider how to grow confidence in the alternatives to travelling by car.

**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 At its meeting on 21 October 2021, the Overview and Scrutiny Committee agreed to establish a task group to feed in to the development of the Sustainable Transport Strategy.

4.2 At that meeting, the membership of the task group was agreed. The following councillors were appointed:

Councillor Amanda Grimston (Chair), Councillor for Meriden Ward

Councillor Simon Feldman, Councillor for Stanborough Ward

Councillor Tom Osborn, Councillor for Nascot Ward

Councillor Glen Saffery, Councillor for Woodside Ward

Councillor Dennis Watling, Councillor for Callowland Ward

4.3 The agreed terms of reference set out the areas of focus for the work as follows:

- **Neighbourhoods** including street traffic filters and mini transport hubs.
- **Active travel** including walking and cycling routes.
- **Car parking and car clubs** including how to encourage greener travel.
- **Travel schemes** including the HERT link and park and ride.
- **Community engagement** including reward schemes and engagement plans.

- **Monitoring** including the oversight of the implementation of the strategy.

4.4 The task group met virtually on four occasions in November and December 2021. During the course of the meetings, the task group received presentations from Watford Borough Council and Hertfordshire County Council officers on the above areas and discussed the proposals contained within the draft strategy.

4.5 As well as the recommendations set out above, the task group's report also includes a summary of members' overall response to the strategy:

The Sustainable Transport Strategy is a timely and ambitious strategy for Watford. The aims are commendable and will make Watford cleaner, more sustainable and healthier.

The borough is closely connected to the districts surrounding it. Strong and continued partnership with Hertfordshire County Council and neighbouring districts will be crucial in enabling residents to make greener transport choices. This partnership will also be the foundation of the ongoing work to secure county-wide and national funding streams by demonstrating the deliverability of schemes. The reach of the strategy affords the opportunity to effect change in travel habits beyond the borders of the borough to lead to a less congested, more sustainable and more active town and wider region.

Watford Borough Council will need to continue to work together with residents to enable them to make changes in their travel habits and to make alternatives to travelling by car more accessible for everyone in all areas of Watford. Ongoing communication, listening, and engagement with residents and businesses remain fundamental to the success of the strategy.

## 5.0 **Implications**

### 5.1 **Financial**

5.1.1 The Shared Director of Finance comments that it should be noted that delivery of the strategy will be dependent upon external funding. Any budget implications for delivery of the strategy, not currently within existing budgets, will be brought forward as part of the normal budget setting process.

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

5.2.1 The Group Head of Democracy and Governance comments that if the recommendations are approved they will be incorporated into the Sustainable Transport Strategy.

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

5.3.1 There are no specific implications.

### 5.4 **Staffing**

5.4.1 There are no staffing implications to this report.

### 5.5 **Accommodation**

5.5.1 There are no accommodation implications in this report.

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

5.6.1 There are no community safety implications in this report.

### 5.7 **Sustainability**

5.7.1 Improving the sustainability of travel in Watford is the focus of this report.

## **Appendices**

Appendix 1 - Final report of the Sustainable Transport Strategy Task Group

Appendix 2- Extract of minutes of Overview and Scrutiny Committee, 31 January 2022

## **Background papers**

There are no specific background papers for this report. All background information used during the task group's work is referenced in the final report.



## **Sustainable Transport Strategy Task Group**

**January 2022**

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### **Task group members**

Councillor Amanda Grimston  
Councillor Simon Feldman  
Councillor Tom Osborn  
Councillor Glen Saffery  
Councillor Dennis Watling

Chair, Councillor for Meriden Ward  
Councillor for Stanborough Ward  
Councillor for Nascot Ward  
Councillor for Woodside Ward  
Councillor for Callowland Ward

### **Officer support**

Jodie Kloss  
Ona Ehimuan

Senior Democratic Services Officer  
Democratic Services Officer

### **Witnesses**

Tom Dobrashian

Group Head of Place Shaping, Watford Borough Council

Alexis Fuller

Sustainable Transport Officer, Watford Borough Council

Sue Jackson

Group Manager Strategy, Hertfordshire County Council

### **Proposed recommendations to present to Overview and Scrutiny Committee**

1. The priority for the implementation of the strategy should be to reduce the number of short trips (under 2 miles) that are driven in Watford. This should be a determining factor in how actions contained in the strategy are prioritised.
2. In recognition of the close geographical relationships with neighbouring districts, ongoing partnership work should continue to be developed with areas that border Watford.
3. To build on the popularity of the bike share scheme, the council should explore with neighbouring authorities and other stakeholders how the scheme could be expanded beyond the borough's boundaries.
4. In considering whether there are any areas in Watford that would benefit from becoming a low-traffic neighbourhood, the highest priority should be working with and listening to residents and local stakeholders. Low traffic neighbourhoods could be considered if they have extensive community support designed to address a defined local issue.
5. The strategy, or associated documentation, should include a target to have a travel plan in place for every school in the borough and proactively work with schools and Hertfordshire County Council to achieve this.
6. Further work should be undertaken with local businesses and other stakeholders to improve transport links to employment areas that are not easily reached without a car to consider how access could be improved.



7. Recognising that accepting the need for wider change is different to making personal behavioural change, further work is needed to consider how to grow confidence in the alternatives to travelling by car.

### **Background to the task group**

In recognition of the declared Climate Emergency, the borough's growing economy and the pressures on local infrastructure, Watford Borough Council and Hertfordshire County Council have developed a Sustainable Transport Strategy. The strategy has six objectives:

1. Cutting congestion: Reducing the number of car journeys by making cycling, walking or public transport the natural first choice for local trips.
2. Providing for future journeys: Investing in efficient and green ways to travel for both current and future residents and businesses.
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.
4. Ensuring all our community benefits: Offering equality of access to transport for all.
5. Making best use of new technology: Providing green and environmentally friendly travel solutions.
6. Delivering a great customer experience: Promoting high quality, easy-to-use travel options.

The Sustainable Transport Strategy is a significant strategy for Watford Borough Council and Hertfordshire County Council to cover the next 20 years. The strategy reflects the need to respond to the Climate Emergency and includes actions which would have a wide impact on travel opportunities and choices for Watford residents.

Recognising the wider impact of this strategy and in particular the partnership with Hertfordshire County Council, the strategy went through a parallel process at Hertfordshire County Council. It was considered by the Highways and Transport Cabinet Panel in January 2022 before going to Hertfordshire's Cabinet in February 2022.

Overview and Scrutiny Committee agreed to establish the task group at its meeting on 21 October 2021 and confirmed the membership and chair, as set out above.

## Overview of the task group's programme of work

The task group held four virtual meetings during November and December 2021. At the initial meeting, members received a high-level overview of the strategy and the associated programme. It was agreed that the task group would focus on a number of key areas within the strategy.

The meetings took the form of presentations from the programme's lead officers at Watford Borough Council and Hertfordshire County Council followed by discussions, questions and consideration of conclusions and recommendations.

The areas of the strategy that the task group focused on were:

- **Neighbourhoods** including street traffic filters and mini transport hubs.
- **Active travel** including walking and cycling routes.
- **Car parking and car clubs** including how to encourage greener travel.
- **Travel schemes** including the HERT link and park and ride.
- **Community engagement** including reward schemes and wider engagement plans.
- **Monitoring** including the oversight of the implementation of the strategy.

Additional research work was carried out by Democratic Services to inform the task group's work and to produce this report

A list of the witnesses who provided evidence to the task group is listed on page 3 and a bibliography is provided at the end of this report.

## Conclusion, recommendations and comments

### Summary of the task group's response to the strategy

The Sustainable Transport Strategy is a timely and ambitious strategy for Watford. The aims are commendable and will make Watford cleaner, more sustainable and healthier.

The borough is closely connected to the districts surrounding it. Strong and continued partnership with Hertfordshire County Council and neighbouring districts will be crucial in enabling residents to make greener transport choices. This partnership will also be the foundation of the ongoing work to secure county-wide and national funding streams by demonstrating the deliverability of schemes. The reach of the strategy affords the opportunity to affect change in travel habits beyond the borders of the borough to lead to a less congested, more sustainable and more active town and wider region.

Watford Borough Council will need to continue to work together with residents to enable them to make changes in their travel habits and to make alternatives to travelling by car more accessible for everyone in all areas of Watford. Ongoing communication, listening, and engagement with residents and businesses remain fundamental to the success of the strategy.

### Recommendations

**The priority for the implementation of the strategy should be to reduce the number of short trips (under two miles) that are driven in Watford. This should be a determining factor in how actions contained in the strategy are prioritised.**

Watford is a compact town with significant opportunities to grow the levels of active travel and public transport usage. Data shows that 68% of all journeys taken by Watford residents are less than five miles and 32% are less than two miles.<sup>1</sup>

There is an opportunity to prioritise trips of less than two miles which make a significant contribution to greenhouse emissions and congestion in the town. In the morning peak, many roads in Watford see average speeds below 10mph.<sup>2</sup> These shorter journeys are those which could most easily be converted to active travel, walking or cycling, or by public transport with benefits to individuals' health as well as congestion in the town.

Reducing the proportion of trips of this distance taken by private motor vehicle will make a major contribution to the aims of the strategy and a target to convert them to other means of travelling should be included in the implementation of the strategy.

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<sup>1</sup> Transforming Travel in Watford, the Strategy for 2021 to 2041, Supporting Document, p. 18

<sup>2</sup> Transforming Travel in Watford, the Strategy for 2021 to 2041, Supporting Document, p. 4

**In recognition of the close geographical relationships with neighbouring districts, ongoing partnership work should continue to be developed with areas that border Watford.**

Watford and the surrounding areas are a significant conurbation in South West Hertfordshire. The borough and district boundaries are, in many ways, artificial in the way people travel and access local amenities.

A number of the schemes considered as part of the review of the strategy will rely on close cooperation and partnership working with neighbouring districts and the county council. The proposed park and ride schemes with potential sites, identified by the Hertfordshire Growth and Transport Plan, at Junction 20 of the M25 and Junction 5 of the M1 would be based outside the borough. Park and ride schemes would predominantly serve those travelling into Watford from the wider region. The benefits to Watford would be indirect in terms of reducing congestion and encouraging economic growth.

In order to maximise the connectivity, any park and ride scheme should be designed to dovetail with the proposed Hertfordshire and Essex Rapid Transit (HERT) system and the principle of interconnectivity, including to a variety of key sites in the borough, should remain central to these schemes.

The success of any such scheme will be built on strong partnerships to ensure that it benefits residents of Watford as well as the wider region.

**To build on the popularity of the bike share scheme, the council should explore with neighbouring authorities and other stakeholders how the scheme could be expanded beyond the borough's boundaries.**

A specific area where close partnership working could reap significant benefits would be the extension of the Beryl Bike bike-share scheme beyond the boundaries of the borough of Watford. The scheme has been successful and is well-used by residents, despite the limitations on movement during the pandemic. The introduction of the scheme led to 100,000 cycle journeys in a little over a year.<sup>3</sup>

The strategy envisages that there would be transport hubs where bike-share bays would be located. These would serve those coming into Watford for their onward journeys and the extension of the scheme into areas such as Croxley Green and Bushey would enable residents who live outside the borough to make more local journeys by cycling.

The task group further considered that similar exploration should be made of extending the reach of the Demand Responsive Transport service (ArrivaClick) that currently operates in the borough. This would equally serve residents of neighbouring areas for whom Watford is a destination for employment and leisure purposes. It is considered that this could also bring benefits to staff, patients and visitors to Watford General Hospital and the other sites within West Hertfordshire Hospital Trust.

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<sup>3</sup> Transforming Travel in Watford, the Strategy for 2021 to 2041, Supporting Document, p. 11

**In considering whether there are any areas in Watford that would benefit from becoming a low-traffic neighbourhood, the highest priority should be working with and listening to residents and local stakeholders. Low traffic neighbourhoods could be considered if they have extensive community support designed to address a defined local issue.**

The task group heard evidence about the potential for trialling traffic filters, also called 'low-traffic neighbourhoods'. These modal filters, designed to remove 'rat-running', seek to create healthier, less congested neighbourhoods without limiting residents and emergency services' access. Benefits to low-traffic neighbourhoods identified in the strategy include: increases in the numbers of people walking and cycling, a decrease in road-traffic injuries, and fewer car trips.<sup>4</sup>

A number of these have been trialled elsewhere, notably in London, with mixed success. The task group heard that the careful implementation of these schemes, based on extensive engagement, was paramount to their success. The approach set out in the strategy, which focuses on analysis of suitable areas, engagement, trials and monitoring, is the best way to ensure that any such schemes meet the needs of local residents. A low-traffic neighbourhood is intended to be trialled elsewhere in Hertfordshire and the results in congestion and the views of residents will provide useful learning for Watford.

**The strategy, or associated documentation, should include a target to have a travel plan in place for every school in the borough and proactively work with schools and Hertfordshire County Council to achieve this.**

The congestion surrounding schools remains an issue in many neighbourhoods. Travelling to school on foot or by bicycle will have lasting benefits for young people's health. In Watford, 20% of year 6 pupils are obese, which is in line with national averages<sup>5</sup>. A reduction in the number of vehicles in the roads surrounding schools will ensure a safer environment for children and young people as well as reducing air pollution. The strategy sets out the potential for 'school streets' to manage the amount of traffic using roads where schools are situated at certain times of day.

Schools can develop active travel plans which contain actions to increase the number of pupils travelling to school in healthier and more sustainable ways. All new schools are required to have an active travel plan; as such very few schools in Watford have a plan in place. Existing schools are not required to have one and so there is an opportunity to work with schools and the team at Hertfordshire County Council to extend these to all schools.

A target to ensure every school in the borough has a travel plan would reap significant benefits for school pupils, residents who live in close proximity to schools and the schools themselves.

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<sup>4</sup> Transforming Travel in Watford, the Strategy for 2021 to 2041, Supporting Document, p. 24

<sup>5</sup> Transforming Travel in Watford, the Strategy for 2021 to 2041, Supporting Document, p. 25

**Further work should be undertaken with local businesses and other stakeholders to improve transport links to employment areas that are not easily reached without a car to consider how access could be improved.**

There are a number of areas within Watford, particularly certain employment zones, which are very difficult to access without a car. These include the Tolpits Lane industrial area where there is no bus service or footway for pedestrians to access a number of the units.

The task group recommends that further consultation be undertaken with businesses and other stakeholders in these areas to develop solutions to improve access. This would benefit both employees and customers of these businesses. There could be a need for further promotion of the bike share scheme or the Demand Responsive Transport service which would both assist with access.

Like schools, many businesses would also benefit from an active travel plan to ensure that employees and customers are enabled to make use of the sustainable transport options available to access the sites and this is reflected in the strategy. Ongoing partnership with the business community will be vital for the targets within the strategy to be met and they will bring a valuable perspective to the process. The engagement process for the strategy demonstrated a willingness in the business community to participate actively and this is to be encouraged.

**Recognising that accepting the need for wider change is different to making personal behavioural change, further work is needed to consider how to grow confidence in the alternatives to travelling by car.**

Changing the way that people travel is necessary if the goals to reach net carbon zero are to be achieved. The transportation sector is responsible for more greenhouse gases than any other in the UK and road transport is the most significant contributor within this.<sup>6</sup>

The public engagement for this strategy showed that while the vast majority of the respondents were supportive of the need for change, there was less commitment to making personal changes in travel habits.

Building the confidence to change travel modes will be vital to the success of the strategy. It will be necessary to ensure that infrastructure is in place to enable these changes. This will require funding commitments from Hertfordshire County Council in the areas that they are responsible for. The task group's view was that new infrastructure and any reviews of highway uses should prioritise cyclists and pedestrians in particular. But public transport improvements, charging infrastructure for electric vehicles and other measures in the strategy are also needed.

Consistent branding across the communications surrounding the strategy will be vital to grow public confidence in the alternatives to using private cars. The task group also supports the proposals in the strategy for case studies and local champions to raise awareness of the

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<sup>6</sup> Transforming Travel in Watford, the Strategy for 2021 to 2041, Supporting Document, p. 4

benefits of sustainable travel as well as those designed to reward the public for travelling sustainably, providing they remain accessible to residents without access to specific technologies.

### **Bibliography/background papers**

Report to Overview and Scrutiny Committee – [New Scrutiny Task Group – Sustainable Transport Strategy](#) – 21 October 2021

Sustainable Transport Strategy 2021-2041 – [strategy document](#)

Sustainable Transport Strategy 2021-2041 – [supporting document](#)

The task group would like to thank all their witnesses who generously gave time to assist with this review.

**Appendix:**

**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>	Councillor 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.</p>



	<p>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. 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> </ul>

	<ul style="list-style-type: none"> <li>• What factors and/or potential issues should be borne in mind for these key areas in the implementation phases.</li> <li>• Feedback from the public consultation.</li> <li>• Whether any other issues raised in the public consultation should be further addressed in the strategy or by other means.</li> <li>• How to ensure ongoing public engagement with the aims of the strategy and associated actions.</li> </ul>
<b>Any areas excluded from the scope</b>	<ul style="list-style-type: none"> <li>• Detailed review of raw data from the public consultation.</li> </ul>
<b>Desired outcomes / indicators of success</b>	<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> <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</p>

	<p>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>

## Overview and Scrutiny Committee

31 January 2022

Present: Councillor Grimston (Chair)  
Councillors Feldman, Hannon, Osborn and Turmaine

Officers: Executive Head of Corporate Strategy and Communications  
Democratic Services Officer (OE)

### 65. Sustainable Transport Strategy Task Group Final Report

The Chair introduced the report to the committee. It was noted that:

- The strategy was a significant document for Watford for the next 20 years.
- The task group was an opportunity for members to feed into development of strategy.
- Key areas for recommendations were:
  - Prioritising addressing the number of short journeys taken by car.
  - Maintaining the focus on partnership with HCC and surrounding districts and looking to expand schemes such as the bike share scheme beyond the borough boundaries.
  - Working with businesses and other partners to improve access to areas in Watford which are more difficult without a car.
  - The need for ongoing engagement and listening to residents to enable them to travel more sustainably.
- If approved, the report would to Cabinet on 28 February

The Chair invited questions from the committee. Councillor Osborn asked whether it was possible to note it was highly important to address the pressing need for EV charging infrastructure in the Sustainable Transport Strategy Task Group Final Report as well in the Electric Vehicles Report. The Democratic Services Officer agreed to refer the question to the Senior Democratic Services Officer for consideration.

Councillor Feldman suggested that there should be a note presented to Cabinet explaining that the Electric Vehicle Task Group report would be published and should be taken into consideration as well.

Councillors Feldman and Osborn and the Chair commended the team for the work done on the task group.

RESOLVED –

that the recommendations be agreed with a note to present to Cabinet.

## Part A

**Report to:** Cabinet

**Date of meeting:** 28<sup>th</sup> February 2022

**Report of:** Sustainable Transport Officer and Group Head of Place Shaping

**Title:** Transforming Travel in Watford: the strategy for 2021-2041

### 1.0 Summary

- 1.1 Watford Borough Council's Council Plan sets out a commitment to 'build on our new, greener ways to travel in and around Watford and promote the transition to a low-carbon economy' with a number of actions identified to achieve this ambition, including 'positioning Watford as a sustainable travel town'.
- 1.2 A draft of the new sustainable transport strategy, 'Transforming Travel in Watford: the strategy for 2021-41' was published for consultation over the summer. The overall response to the consultation was positive, with a significant majority supportive of the need for change, and the promotion of sustainable transport. Following review of the results of the consultation, which have led to some updates, Cabinet is now being asked to consider and adopt the modified strategy.
- 1.3 With the pressure of climate change, the need to reduce congestion in Watford, and the benefits resulting to health and wellbeing if transport choices change, all lead to the need to support active travel and public transport. With the large number of journeys made by Watford residents being of short duration, and seeing how other places have supported a change from the private motor car, the strategy although ambitious, has targets that it is believed can be met.
- 1.4 Alongside the strategy Cabinet is being asked to endorse the Local Cycling and Infrastructure Plan (LCWIP), which has identified 5 key cycle and walking routes. Its adoption will place Watford in a better position to bid for government funding to implement provision. The next stage will be to assess these proposed routes in more detail to assess deliverability of individual routes.
- 1.5 Whilst, as a council, we are investing in various sustainable transport measures, for example, Beryl Bikes and improvement of walking and cycling routes, to deliver the

strategy, Watford is reliant on government funding. However, having a strategy, undertaking feasibility work and the creating of business cases puts Watford in a better place to bid and receive sustainable transport allocations.

## 2.0 Risks

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
<b>Not seeking to make travel in Watford more sustainable.</b>	Failure to address the Climate Emergency. Transport network that doesn't meet the needs of Local Plan growth, resulting in worsening air pollution, congestion and public health.	Develop a Sustainable Transport Strategy. HCC and WBC working together to implement proposals.	Treat	Likelihood = 1 Severity = 4 Total risk = 4
<b>Public and key stakeholders not supporting key principles of the strategy</b>	Strategy unable to be delivered.	Extensive engagement throughout strategy development.	Treat	Likelihood = 2 Severity = 4 Total risk = 8

<p><b>Public and key stakeholders not supporting delivery of individual strategy actions</b></p>	<p>Strategy unable to be delivered in full, reducing effectiveness.</p>	<p>Extensive engagement to accompany all scheme development, with link made to wider strategy rationale. Strong stakeholder action plan and liaison especially with elected representatives. Commitment to involve residents throughout.</p>	<p>Treat</p>	<p>Likelihood = 3 Severity = 4 Total risk = 12</p>
<p><b>Non delivery</b></p>	<p>Failure to meet requirements of climate change emergency and a transport network that doesn't meet needs of Local Plan growth, resulting in worsening air pollution, congestion and public health.</p>	<p>Delivery plan developed, setting out key actions and identifying potential funding sources. Annual review of progress.</p>	<p>Treat</p>	<p>Likelihood = 2 Severity = 4 Total risk = 8</p>
<p><b>Lack of delivering sustainable transport measures due to funding</b></p>	<p>Measures are not able to be delivered leading to congestion, and lack of modal shift. Expectations built up in development of strategy not being met and lack of support for STS strategy and growth.</p>	<p>Delivery of major parts of the strategy is reliant on government funding. Having the strategy, and developing implementation plans places us in a better position to assess that funding. Communicating that implementation is</p>	<p>Treat</p>	<p>Likelihood = 3 Severity = 4 Total risk = 12</p>

		dependent in large part on external funding.		
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**3.0** It is recommended that Cabinet:

1. Approve the new sustainable transport strategy, 'Transforming Travel in Watford: the strategy for 2021-41', and the High Level Delivery Plan.
2. Agree the LCWIP and endorses further work to undertake and validate proposed routes and develop detailed proposals.
3. Note that the strategy will be monitored through quarterly updates to Cabinet and annual reviews.

**Contact Officer:**

For further information on this report please contact:

Alexis Fuller                      Sustainable Transport Officer

Telephone:                              01923 278106

Email:                                      Alexis.Fuller@watford.gov.uk

**Report approved by:**              Tom Dobrashian, Group Head of Place Shaping

**4.0 Background**

- 4.1 The Transforming Travel in Watford (TTIW) strategy aims to guide future decision making on transport within Watford, reflecting the key role transport plays with respect to climate change, public health, air quality, economic growth and community vitality, all of which are priority issues for both the council and the County Council.
- 4.2 Everyone benefits when there is a greater choice of greener ways to travel, and we know that, just by making a few changes to some of our journeys in and around Watford, we can all have a big impact. The TTIW set outs how, by making it easier for people to make green travel choices, we can cut congestion, enjoy cleaner air, reduce our carbon footprint and feel healthier.
- 4.3 Watford is relatively compact, has few hills, is densely populated and the majority of all trips by residents are short, with nearly 60% being less than three miles. There is, therefore, a significant opportunity for more trips to be made by active modes, as the



places people visit on a day-to-day basis are often within easy walking or cycling distance.

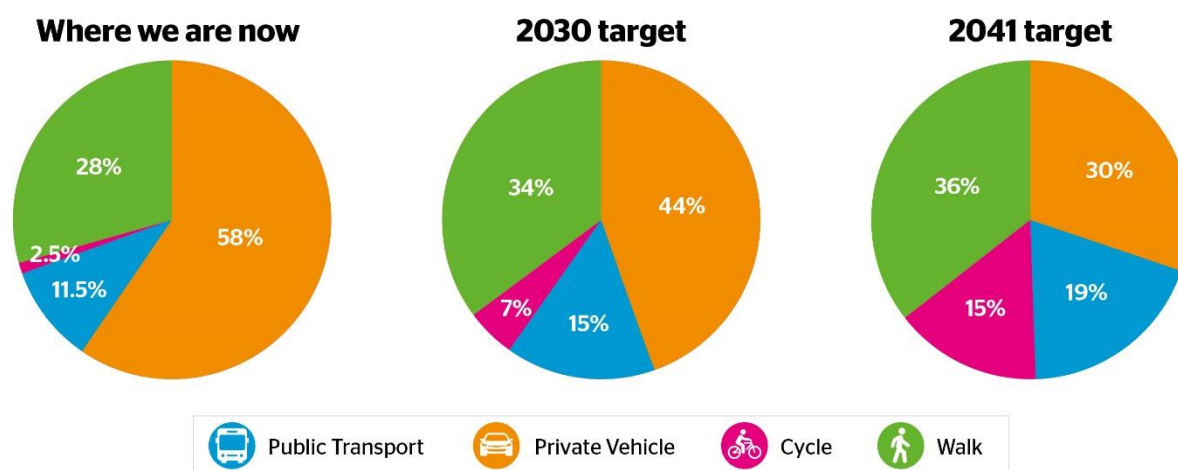
- 4.4 A team comprising officers from both the council and the County Council has developed TTIW, with oversight from a joint officer Project Board. A Member Steering Group, chaired by the Elected Mayor, Portfolio Holder for Transport and the County's Executive Member, Highways & Transport have helped shape the strategy. Local members have had the opportunity to feedback on the draft strategy through two workshop sessions in June and September 2021 and through the formal consultation exercise.
- 4.5 An engagement exercise was completed at the start of the project to understand the views of residents and businesses on transport in Watford during December 2020. A full consultation on the draft strategy in the summer of 2021 included a feedback questionnaire, a dedicated email account for more detailed responses, engagement with key organisations such as Watford BID, Atria and West Hertfordshire Hospitals NHS Trust, plus workshops with a variety of user and interest groups.
- 4.6 Further the strategy has been subject to an Overview & Scrutiny Task Force, who are supportive of the strategy and approach, emphasising the need to focus on securing a modal change for shorter journeys.

## 5.0 Objectives, targets and themes for delivery of the strategy

- 5.1 There are six objectives of the strategy:
  - **Cutting congestion:** Reducing the number of car journeys by making cycling, walking or public transport the natural first choice for local trips.
  - **Providing for future journeys:** Investing in efficient and green ways to travel for both current and future residents and businesses.
  - **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.
  - **Ensuring all our community benefits:** Offering equality of access to transport for all.
  - **Making best use of new technology:** Providing green and environmentally friendly travel solutions.
  - **Delivering a great customer experience:** Promoting high quality, easy-to-use travel options.
- 5.2 Linked to these are targets for the change in mode of travel within Watford, as illustrated below, for example, reducing trips by car from 58% of all journeys to 44% by 2030 and 30% by 2041.

These targets were developed through benchmarking localities who have developed and implemented a similar strategy. Journeys made by Watford residents are mostly short, with 18% being less than a mile, and 54% being less than three miles. With the recommended strategy having a particular focus on creating a mode shift on short journeys, there is confidence that a modal shift can be achieved.

### 5.3 Watford Mode Shift Targets



5.4 TTIW is underpinned by ‘actions’ that set out what the council and the County Council plan to do to make transport more sustainable. These have been grouped in six themes, which are summarised below.

- **Active Travel:** create a town where people will walk and cycle more, particularly for short trips, and parents will feel comfortable allowing their children to walk, cycle or scoot to school.
- **Longer Journeys:** provide better alternatives to driving in and out of Watford, encouraging people to use public transport for journeys that can’t be walked or cycled.
- **Alternatives to Car Ownership:** provide alternatives to driving a private car for many trips in the borough, offering a variety of travel choices, for example a new car club, working with public transport providers to improve punctuality, and making sure remaining cars on the road are as green as possible.
- **Town centre:** make the town centre to Bushey Station an area that is easy to travel in using green transport options (bus, cycle and walk).
- **Supporting change:** make sure that everyone has a chance to have their say on the sustainable travel improvements, alongside communicating clearly the need to change and rewarding people who switch to greener travel.
- **Moving goods:** help businesses make and receive the deliveries they need more efficiently, whilst contributing to making our transport network more sustainable.

5.5 The strategy is summarised in the document 'Transforming Travel in Watford: the strategy for 2021-2041', which forms Appendix A to this report. A full supporting document which provides a detailed review of the context and the strategy is in Appendix B entitled 'Transforming Travel in Watford Supporting Document'.

## **6.0 Results of the consultation**

6.1 A public consultation on the draft strategy was undertaken between August 2021 and October 2021. A total of 1,099 people and organisations responded. Overall, the response to the consultation was positive, with a strong (84%) agreement with the importance of changing the transport network to tackle climate change. Over 60% of survey respondents agreed with the concept of re-allocating road-space to walking, cycling and public transport.

6.2 Nearly all of the proposed actions had at least 50% support, with three quarters gaining 60% or more agreement from respondents (note, there was in each survey question a percentage of respondents not expressing a view). Actions that were less popular included: comprehensive re-figuration of the Ring Road and Dalton Way, and re-allocating on-street car parking to other uses.

6.3 Feedback from organisations and workshops was mainly positive, with broad support for TTIW. A few issues were raised via the questionnaire and workshops, particularly around the impacts on people with disabilities, the need for the council itself to set an example, the merits of Park and Ride, and the need for better and cheaper public transport.

6.4 The consultation demonstrated that the councils should continue to engage with residents to fully understand concerns and illustrates the need for a coherent strategy where individual initiatives can be explained and understood as part of a wider programme. Publicising evidence from elsewhere is recommended as the strategy is implemented as communicating where successful delivered strategy proposals would help people understand the challenges and opportunities Watford faces, and disprove common misconceptions around implementing sustainable transport projects.

6.5 The consultation response has highlighted some key areas where stakeholders, neighbouring authorities, or residents are likely to have strong opinions, and some opposition is likely, such as the proposal for Park & Ride facilities. The strategy is clear that this proposal and a number of others are reliant on feasibility studies and positive business cases. Further, there is a clear commitment in the strategy and in undertaking each initiative that residents and communities will be engaged for them to help shape proposals.

6.6 The strategy was reviewed and to address feedback received as follows:

- clarifying that any changes to on-street parking will not be targeted in crowded residential streets;

- strengthening the councils' commitment to ensure schemes will not impair those with disability, and where possible will offer increased opportunities for those whose mobility is limited;
- emphasise the feasibility stage of Park and Ride, and the council and County Council commitment to work with neighbouring authorities on any scheme;
- integrate aspects of the recently submitted County Council Bus Strategy Improvement Plan (BSIP) to strengthen commitment to lobbying for better public transport;
- emphasising the longer term and staged nature some features of the strategy such as plans to significantly re-configure space on Dalton Way and the Ring Road to prioritise sustainable modes; and
- adding a commitment from both councils to lead the way in encouraging sustainable travel behaviour from their own staff.

6.7 A report of the consultation responses is in Appendix C.

## **7.0 Delivery**

7.1 There is a delivery plan to accompany the strategy which addresses the key actions and highlights key tasks that could be undertaken in the next two years, where it is understood there is the required funding and resources. The delivery plan is in Appendix D.

7.2 Officers recognise that partnership working with the County Council will continue to be key, and it is proposed to retain the joint officer working relations and Member Steering Group, and consult with members regularly as projects are developed and delivered.

7.3 As part of the budget setting we have established a Transport Planning Manager post within the Planning & Development section of the council, and the council has an existing small delivery team within its Transport & Infrastructure Section. As Transport Authority, the County has more delivery programmes and larger resources to call upon. It is recognised that Watford is one of ten districts and, therefore, there are competing demands across the county for this resource. However, having an adopted a strategy, resident and member support and the Watford Borough Council's financial contributions to support, where appropriate, puts Watford in a strong position to compete for funding and programme entry opportunities.

## **8.0 LCWIP**

8.1 The LCWIP has been developed in parallel to TTIW by external consultants. They have followed guidance set out by the Department for Transport (DfT), using a data and evidence driven approach, alongside engagement and consultation to identify a preferred network of future walking and cycling routes in the borough.

8.2 The LCWIP process enables the identification of cycling and walking improvements at the local level and enables an evidenced long-term approach to developing local cycling and walking networks. The process identifies key priority routes where there is likely to be the greatest demand for cycling and walking and therefore where investment in infrastructure is likely to yield the greatest return. The output of the process is a network plan showing these routes and a prioritised programme of infrastructure improvements for future investment. The DfT are now specifying that the development of an LCWIP is a pre-requisite for funding.

8.3 Watford Borough Council, Three Rivers District Council and Hertfordshire County Council started to develop a joint LCWIP in 2020. Following evidence gathering and stakeholder and members engagement sessions priority cycle routes for the borough, and a core walking zone based on Watford Town Centre were agreed for further audit. These were as follows:

#### Prioritised cycle routes

- Route 1: Green Loop east
- Route 2: Whippendell Road
- Route 3: St Albans Road
- Route 6 Watford to Carpenders Park (via Wiggshall Road)
- Route 18 Hempstead Road

#### Core Walking Zone connecting Routes

- Route 1: Watford Town Centre to Bushey Station (Lower High St & Eastbury Rd)
- Route 2: Watford Town Centre to hospital (Vicarage Rd)
- Route 3: Watford Town Centre to Watford Met station (Rickmansworth Rd & Cassiobury Park Road)
- Route 4: Watford Town Centre to West Watford (Whippendell Rd)
- Route 5: Station Rd / Woodford Rd.

Maps showing the location of these routes are in Appendix F.

8.4 The details of these routes were consulted upon alongside TTIW, being shared on the same web platform. Recognising that the LCWIP is a largely desk-based exercise, which identifies schemes at a concept level, further work is programmed to assess the deliverability of the schemes and to develop them in more detail.

8.5 In early 2022, Hertfordshire County Council will be undertaking a project validation exercise on two of the cycle routes (Green Loop East and part of Hempstead Road). The councils will look at the deliverability of the suggested measures on St Albans Road and how these link with the ongoing public realm works and how these could link in with Hertfordshire County Council led work on bus prioritisation, and Watford Borough Council capital programme to improve the carriageways and pavements.

- 8.6 In addition, officers are drawing together a programme of 'quick win' measures for implementation and are looking at elements of the cycle and walking proposals which can be introduced in the short term along the prioritised routes (e.g., signage, dropped kerb installation and removal of barriers).
- 8.7 The implementation of the more complex measures (particularly new cycle infrastructure such as dedicated cycle tracks) will require additional capital funding. The DfT has earmarked specific funding for Cycling Schemes over the next 4 years through the Active Travel Fund programme. This is a competitive bidding process undertaken each summer. Having an adopted LCWIP in Watford and further development of the scheme concepts will put Hertfordshire County Council in a strong position to include Watford schemes in the next bid (Summer 2022).
- 8.8 It is proposed that the remaining prioritised cycle routes are included in the next set of Hertfordshire County Council project validations (for the financial year 22/23) to enable the development of the scheme designs for future rounds of bidding. Note that the County Council's validation process looking at the deliverability of measures has member engagement built in, and it is proposed the council supports the engagement with local stakeholders and members during the development of proposals.

## **9.0 Implications**

### **Financial**

- 9.1 The TTIW strategy and recommended actions are not fully funded. Delivery will be largely dependent on successfully securing external funding, for example, from Central Government streams. Having a sustainable transport strategy and an LCWIP in place will strengthen both the council and County Councils' position in being successful in any funding bids for the borough.
- 9.2 Funding for some schemes will be able to be met via Section 106 and the Community Infrastructure Levy, whilst others may attract private sector funding, for example, the Watford to Croxley Link.
- 9.3 The council has already allocated funding within capital and revenue budgets to support some of the measures, for example, cycling and walking improvement measures identified through the LCWIP process. Funding has also been earmarked to progress some of the shorter term elements of the strategy such as the expansion of the car club network.
- 9.4 The County Council will incorporate appropriate elements of the transport strategy into pre-existing ranking processes for potential County Council capital funding, additional 'Integrated Plan' funding which may be available, such as the '20mph fund' as well as funding requested through the Bus Strategy Improvement Plan process that guides central government funding for bus services. It will be important that Watford links into specific County Council programmes of activity, for example,

School Travel Plan programmes. This will need to be incorporated within work activities.

- 9.5 The councils will also need to work with partner organisations such as Network Rail to ensure that identified improvements to railway stations and rail infrastructure are considered for their future bidding processes.
- 9.6 The Shared Director of Finance comments that where individual projects have additional funding requirements, these will be brought forward for approval as part of the normal budget process.

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

- 9.7 The Group Head of Democracy and Governance comments that there are not expected to be any specific legal implications as a result of endorsing and approving the transport strategy or LCWIP. As schemes are developed normal legal processes will be followed.

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

- 9.8 Under s149 (1) of the Equality Act 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; and
  - foster good relations between persons who share relevant protected characteristics and persons who do not share them.
- 9.9 During the development of the strategy, officers were cognizant of their duties under the Act, and officers recognise the need to balance the needs of protected groups, the transport requirements of which do not always align. Discussions took place with a number of organisations, for example, the disability forum on the strategy, where their views have been incorporated where possible into the revised strategy.
- 9.10 An equalities impact analysis has been undertaken. At the heart of the policies is the aim to improve accessibility of key locations for all members of the community. Examples include:
- improve communication, accessibility regarding public transport;
  - train stations to improve accessibility and legibility for disabled customers; and
  - continued support for cars where necessary, if individual circumstances dictate the need to retain the use of cars.

9.11 The delivery of the strategy will be via development of individual projects and there is the commitment to then prepare and consider Equalities Impact Assessments for each project Officers will engage with those impacted to help share the proposals and any mitigations – and that commitment is embedded in the strategy.

### **Staffing**

9.12 Council has approved the appointment of a Transport Planning Manager post within Development & Planning. This post holder will support the TTIW and work closely with the County. The small Transport & Infrastructure section has responsibility to deliver individual transport schemes and will continue to do so.

9.13 Individual projects may well need resourcing, which will be scoped as a scheme is developed.

### **Appendices**

Appendix A – Transforming Travel in Watford: the strategy for 2021-2041

Appendix B – Transforming Travel in Watford Supporting Document

Appendix C – Transforming Travel in Watford Consultation Report

Appendix D – Transforming Travel in Watford Delivery Plan

Appendix E – Transforming Travel in Watford Strategy Equalities Impact Assessment

Appendix F – Local Cycling and Walking Infrastructure Plan#

Appendix F1 Cycling Interventions

Appendix F2 Walking Interventions Appendix F3 Prioritisation Tables



# TRANSFORMING TRAVEL IN WATFORD:

the strategy for 2021-2041

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**WATFORD**  
BOROUGH  
COUNCIL

[www.watford.gov.uk/futuretravel](http://www.watford.gov.uk/futuretravel)



Hertfordshire

# Why changing the way we travel benefits us all

Everyone benefits when there is a greater choice of greener ways to travel, and we know that just by making a few changes to some of our journeys in and around Watford, we can all have a big impact. This Sustainable Transport Strategy set out how, by making it easier for people to make green travel choices, we can cut congestion, enjoy cleaner air, reduce our carbon footprint and feel healthier.

In the strategy, you will see how Watford Borough Council and Hertfordshire County Council have been working together to find practical ways to make a real difference to travel in the town. Both councils declared a **Climate Emergency in 2019**, setting a goal of being carbon neutral organisations by 2030 and looking at ways to support both the town and the county transition to carbon neutrality. Developing this new strategy is one way to help achieve this goal.

Our new shared vision for travel in Watford shows how we propose to offer more ways to get around the town that are kinder to our local environment and often quicker and more straight forward, looking at better walking and cycling routes as well more accessible public transport. We can all play our part in making our town less congested, healthier and cleaner and we recognise the importance of involving our residents, businesses and community in shaping these positive changes.

We consulted on a draft strategy in autumn 2021, finding significant support for implementing changes to how we travel. The strategy has now been finalised, including our priority objectives for action, based upon this feedback. We will continue to engage with residents and businesses to now design and implement the solutions.

In delivering the strategy we also commit to:

- Ensuring equality of opportunity in all our schemes
- Collaborating with our neighbours
- Leading by example in making both councils' travel more sustainable

Thank you for taking the time to read our strategy, which we hope will inspire us all to see how we can make greener travel choices. You can find more information at: [www.watford.gov.uk/futuretravel](http://www.watford.gov.uk/futuretravel)



**Elected Mayor Peter Taylor**  
Watford Borough Council



**Councillor Phil Bibby**  
Executive Member for  
Highways & Transport  
Hertfordshire County Council

# Reasons to change

## Quality of life

- On average, Watford residents spend 58 minutes a day commuting to work by car<sup>1</sup>, covering 3.4 miles each way. That's eight and a half days a year lost in traffic! With more walking, cycling and public transport options available, you can make life easier, save time and cut time spent on congested roads
- By getting rid of a car you could save an average of £1,154 a year on fuel<sup>2</sup>

## Town on the move

- The majority of current journeys made by Watford residents are by motor vehicle, contributing to traffic congestion and making journeys both longer and more unreliable. As many as 1 in 5 car journeys in Watford are less than one mile, and by reducing these short car trips we could help make our town's traffic flow better
- Our roads are full and these problems will only worsen if we don't change our behaviour
- This means we need more efficient and green travel options

## Health and wellbeing

- Nationally, a lack of physical activity is responsible for one in six deaths<sup>4</sup>, and obesity and inactivity are major problems for Watford
- Physical exercise is a key component of maintaining good mental health
- We could get most of the exercise we need by walking or cycling short, everyday journeys. It will make us healthier and happier and will result in cleaner air, reducing the illness and death caused by pollution



On average, in 2019, people in the UK wasted **115 hours** each in traffic congestion, costing the country **£6.9 billion**<sup>3</sup>

According to our travel survey **over 70%** of you think that travelling around Watford is difficult in peak periods

<sup>1</sup>Modal comparisons (TSGB01). [gov.uk](http://gov.uk). Retrieved 15 May 2020.

<sup>2</sup>Average Cost of Petrol for a Car 2020. NimbeFins. Retrieved 15 May 2020.

<sup>3</sup>2019 INRIX Global Traffic Scorecard. [inrix.com](http://inrix.com) Retrieved June 2021.

<sup>4</sup>Gear Change: a bold vision for cycling and walking, Department for Transport, 2020.

# The objectives of the strategy

We have identified six objectives for the strategy.



**Cutting congestion:** Reducing the number of car journeys by making cycling, walking or public transport the natural first choice for local trips.



**Providing for future journeys:** Investing in efficient and green ways to travel for both current and future residents and businesses.



**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.



**Ensuring all our community benefits:** Offering equality of access to transport for all.



**Making best use of new technology:** Providing green and environmentally friendly travel solutions.



**Delivering a great customer experience:** Promoting high quality, easy-to-use travel options.

These objectives have been used to guide the selection of actions that make up our strategy for the future of transport in Watford.



# How travel in Watford will become more sustainable

We have developed a series of key actions that set out how we plan to make transport more sustainable. These will be phased in over the next 20 years and are grouped into the following themes.



# Theme 1: Active travel

For the shortest trips, making it easier for people to walk, cycle, scoot or wheel their way to their destination is not only the greenest option, but one that brings significant physical and mental health benefits.

## The key actions to support active travel are:

1. We will install new cycle lanes on the roads where people are most likely to want to cycle.



2. We will improve footways and pedestrian crossings on busy streets.



3. We will increase the amount of secure cycle parking.



4. We will maintain our existing bike-share scheme and consider expanding to serve more places.



5. We will explore schemes to create healthier streets by slowing vehicles and reducing traffic, particularly outside schools.



6. We will look for opportunities to make streets more welcoming for all users by adding new seating areas, plants, cycle parking where appropriate.



Through these actions we will help create a town where people will walk and cycle more, particularly for short trips, and parents will feel comfortable allowing their children to walk, cycle or scoot to school.

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*“Regular physical activity reduces the risk of mortality and developing depression by around a third.”*



**1 in 3**  
car trips in  
Watford are less  
than 2 miles



# Theme 2: Longer journeys

To maintain and enhance our position as a place people visit for work and leisure, it is important that travel in and out of Watford is easy and efficient.

## The key actions to support sustainable trips in and out of Watford are:

1. We will introduce more bus lanes and other measures to give buses priority on key routes, as well as improving our bus stops. We will push for better ticket options using smart technology, and look at options to reduce the cost of journeys.



2. We will look for opportunities to enhance our rail stations and rail services, including Watford Junction, and make sure they are easy to get to by walking, cycling or public transport.



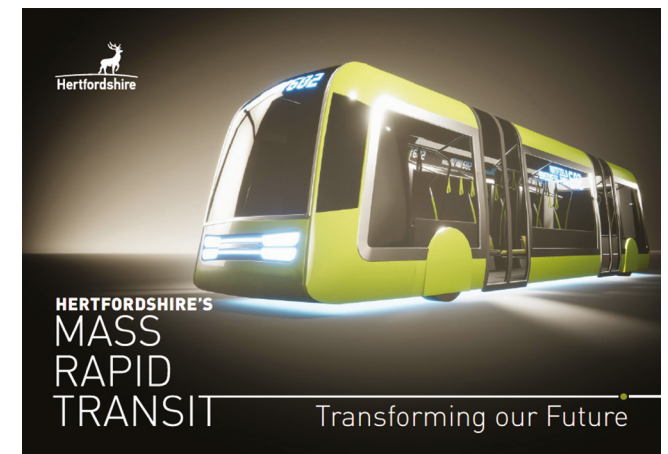
3. We will support the development of a new green rapid transit system including the cross county HERT system and Watford to Croxley public transport link.



4. We will investigate the feasibility of two locations with potential for Park and Ride services, in close collaboration with our neighbours.



Through these actions we will provide better alternatives to driving for longer journeys and encourage people to use public transport instead.



Over 60% of consultation respondents thought Watford would be a nicer place to live with fewer cars



# Theme 3: Alternatives to car ownership

We understand that not all trips can be made by walking, cycling or public transport. We will offer a variety of choices, so for any journey, you can choose the one which will work best for you.

## The key actions to support more travel choices are:

1. We will create a Watford car club that allows people and businesses to borrow a car as and when they need it<sup>5</sup>.



2. We will work with our taxi fleet to make sure it has well-trained drivers in environmentally friendly vehicles.



3. We will continue to install electric vehicle charging points, with more charging at places people visit regularly.



4. We will monitor the use of our on-demand transport service and make sure it is helping people move around the borough.



5. We will explore ways to put the new travel options on a Watford smartphone app.



6. We will explore the creation of hubs around the borough where different transport options can be found in one place.



These actions will help us provide alternatives to driving for many trips in the borough, as well as making sure the cars on our roads are as green as possible.



**1 car club car**  
replaces 9 privately owned cars





# Theme 4: Town Centre

Many of our shops, businesses, and leisure spaces are in the town centre, so we want to make sure it is easy to travel to, from and around. To do this, we need to give more space to walking, cycling and public transport.

## Our key actions to enhance the sustainability of transport in the town centre are:

1. We will make it easier to get across the ring road by improving the existing pedestrian and cycle crossings and adding new ones.



2. We will seek funding to improve provision for cycling and buses on both the ring road and Dalton Way.



3. We will explore a sustainable transport hub in the town centre. This will make it easy to switch between different types of transport.



4. We will continue to reduce the number of private vehicles allowed on the High Street.



5. We will improve cycling, walking and public transport routes between the High Street and Bushey Station.



6. We will analyse the use of our car parks and ensure that the number of spaces is appropriate for a sustainable travel town, whilst encouraging operators to improve the quality of these.



With these actions we will help make the town centre and routes to Bushey Station easy for travel using green transport options.



# Theme 5: Supporting change

We know that to make all these new options the best they can be, it is important that we involve our community in helping decide how they will work.

It can be difficult to make the decision to change to a more green way of travelling, so we will look to reward people who do so.

## Our key actions to involve our community and reward them for using our green travel options are:

1. We will involve Watford residents in designing our new projects.



2. We will consider rewards for people to encourage change, such as when they take the bus or use a cycle instead of driving, or for choosing to give up their car.



3. We will work with businesses to understand what will help their employees to commute and make business trips in greener ways.



4. We will ensure that new developments are designed to encourage sustainable transport from the start.



5. We will aim to make sure that everyone knows about the new travel projects and how they can use them.



5. We will support schools in planning a greener and safer school-run.



Through these actions we will make sure that everyone has a chance to have their say on our sustainable travel projects, and that their views will be taken into account when designing them.



# Theme 6: Moving goods

As well as moving people, our transport network must move goods – such as stock for shops, online deliveries to people’s homes and materials for construction sites. We will therefore aim to increase the efficiency of such movements and limit their negative impacts.

## Our key actions to improve how we transport goods are:

1. We will encourage the use of e-cargo bikes by both delivery companies and our businesses for the final part of journeys and local deliveries.



2. We will investigate options for freight consolidation centres.



3. We will examine how we can manage loading and the movement of lorries throughout the town.



4. We will work with partners to install parcel lockers at our key transport hubs.



5. We will ensure developers manage the impact of construction sites on traffic and people.

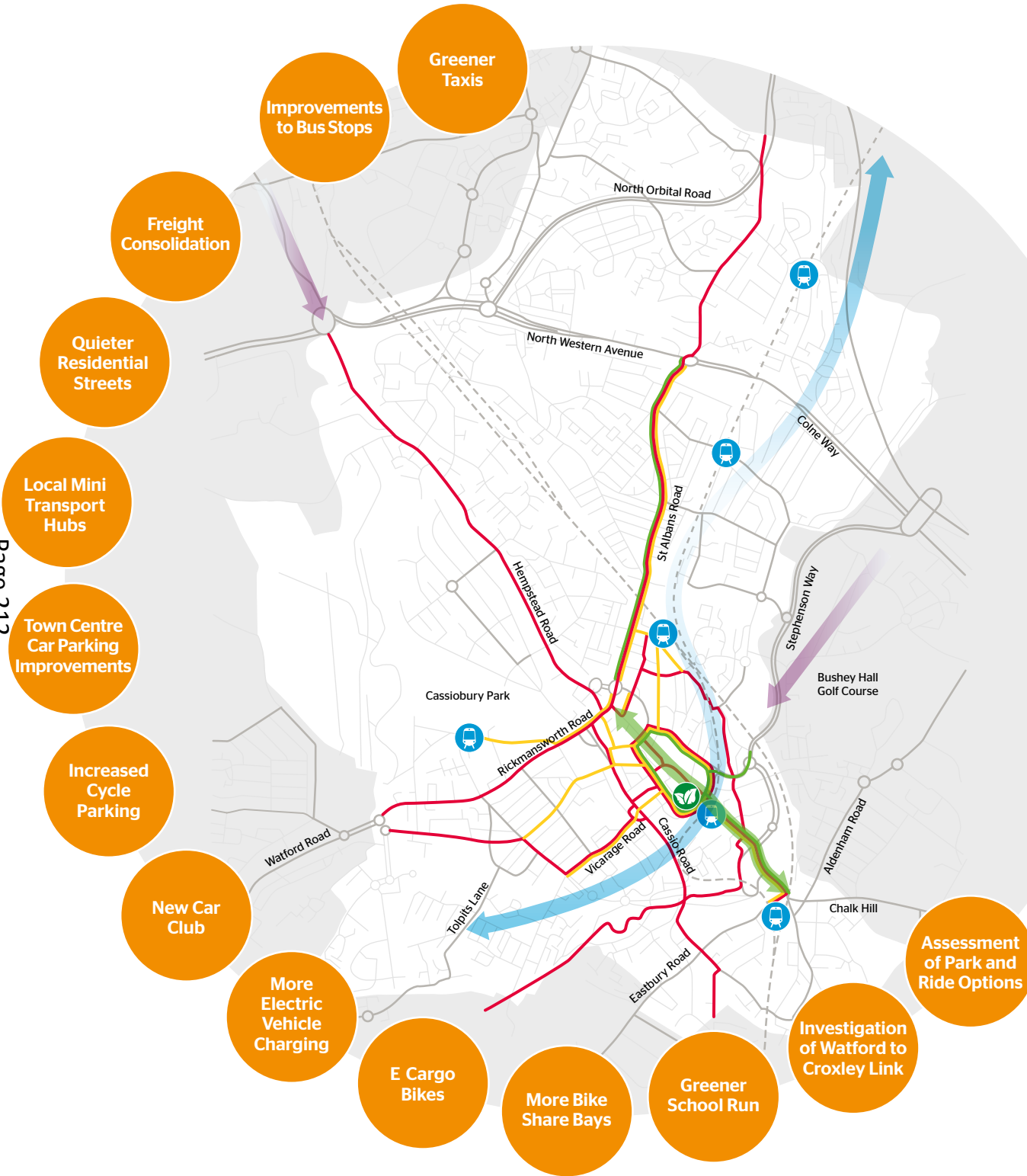


These actions will help businesses make and receive the deliveries they need more efficiently, whilst contributing to making our transport network more sustainable.



# Our plans for Watford at a glance

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- New Public Transport Link
- Sustainable Transport Corridor
- Improved Bus Route
- Improved Cycle Route
- Improved Pedestrian Route
- Town Centre Sustainable Transport Hub
- Enhanced Rail Stations
- Potential Park and Ride

Freight Consolidation

Greener Taxis

Improvements to Bus Stops

Quieter Residential Streets

Local Mini Transport Hubs

Town Centre Car Parking Improvements

Increased Cycle Parking

New Car Club

More Electric Vehicle Charging

E Cargo Bikes

More Bike Share Bays

Greener School Run

Investigation of Watford to Croxley Link

Assessment of Park and Ride Options

# Implementing and funding the strategy

## The timeframe for transformation

It will not be possible to complete all our actions overnight, particularly those that which involve major new infrastructure or transformed road layouts. Our strategy is for the short to long term - for the next 20 years and beyond. By providing practical alternatives to driving, the car will become the less attractive option for travel as other ways of travelling become easier, cheaper and much more pleasant.

## How we fund this

Watford Borough Council and Hertfordshire County Council will work collectively to deliver this strategy. We will continue to seek funding so that we can invest in sustainable travel. Along with financial contributions from developers who build in the borough, we will also lobby Government to pay for some of our bigger schemes. Having this strategy puts us in a strong position to bid for such funding.

## Our commitments

In delivering this strategy we will commit to;

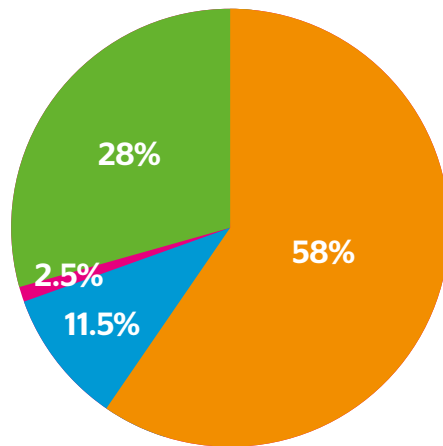
- Ensuring that the benefits of the strategy will be experienced by all the community, including those with a disability.
- Collaborating with both our community and our neighbours in developing the schemes, making sure we hear a wide range of views.
- Both Watford Borough Council and Hertfordshire County Council leading by example by making staff and council journeys more sustainable.



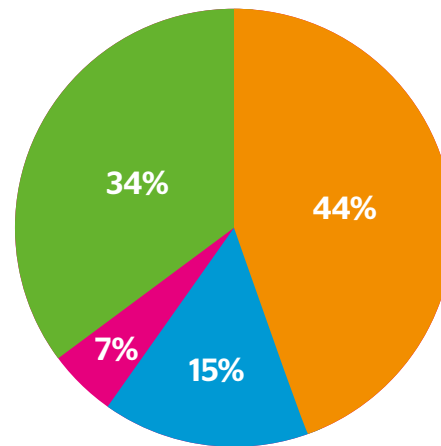
# What we want to achieve

To see how we are doing against our objectives we will monitor how people change their travel behaviour.

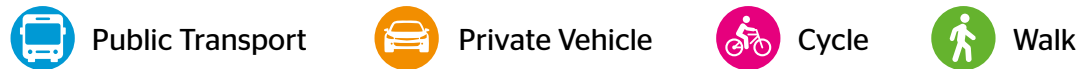
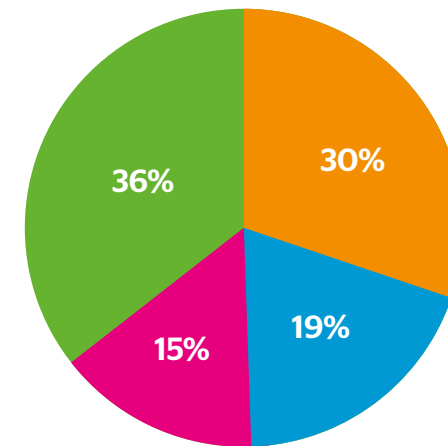
**Where we are now**



**2030 target**



**2041 target**



As well as these targets for different transport modes, we will monitor the impact our strategy has on:

- ↓ Reducing the number of people killed or seriously injured on our roads
- ↑ Improving our air quality
- ↑ Progress towards carbon neutrality

We will continue to ask residents, local businesses and visitors for their views on our programme of actions so we can track the impact of the strategy on their journeys and make any necessary adjustments.

# Seeing the changes in travel

## Sean and Esha's travel story

Early 30s commuters living in Stanborough Park, North Watford

### Currently...

- Esha works in central London and Sean works for the NHS and is based in Watford town centre.
- The couple have a car which Sean parks at the Town Hall after dropping Esha off at Watford Junction station for her train into central London.
- They have a parking ticket for the Town Hall, and Esha pays for a monthly train ticket.
- Sean hates sitting in traffic every morning, which means they set off earlier to ensure they catch Esha's train.
- Sean knows the NHS is encouraging its staff to travel into work sustainably to help reduce parking issues and the borough's environmental impact, but he can't see how else their commutes would work. He would be open to cycling but doesn't have anywhere to store his bike in their flat.

### Monthly travel costs:

Parking pass for Watford Town Hall: **£110**  
 Car running costs (inc. petrol): **£150**  
 Train tickets from Watford to London: **£325**

**Total: £585**



### In the future...

- Sean applies for a bicycle hanger to be placed on their street, giving him somewhere safe and easy to store his bike.
- Esha has switched to working from home three days a week, and uses a flexible rail ticket for her journey into London.
- Sean now cycles to the Town Hall using new segregated cycle lanes which also give him priority at junctions. He makes his other regular journeys by bike due to the improved cycle infrastructure across town.
- He no longer buys a parking ticket for the Town Hall, saving him money each month.
- Esha walks or uses a Beryl Bike to travel to Garston Station where she takes the new more frequent trains on the Abbey Line. Her journey time is similar to when they drove and more reliable due to not getting stuck in traffic.
- They decide to sell their car, which grants them mobility credits which they use to join the local car club. This means they still have access to a car when they need one.

### Monthly travel costs:

Bike Hanger: **£6**  
 Bike running costs: **£5**  
 Beryl Bike costs: **£10**  
 Public transport (Abbey Line) costs (£4 x 8 days): **£32**  
 Typical spend on Car Club service: **£50**  
 Flexible train ticket from Watford to London **£144**

**Total: £247**

**Saving: £338**

# Amir's travel story

18 year old student at Westfield Community College

## Currently...

- Amir lives with his parents in Oxhey.
- He walks to college, which takes 30 minutes, or his parents give him a lift when it's raining.
- After college he takes the bus into town where he works part time at Primark. It takes 22 minutes.
- He has a bus pass which costs £49 per month.
- The bus is usually full by the time he gets on, meaning he has to stand for the whole journey.
- He then takes the bus home from work, a 14 minute journey.

**Total daily travel time: 66 minutes**



## In the future...

- There is now a bike-hire bay near Amir's home. He gets reward points when he cycles through the app he uses to book the bike, and spends the points on coffee when he meets his friends. He no longer needs his parents to drive him around.
- Amir now jumps on a hire bike on the way to college, taking 12 minutes.
- He has stopped buying a bus pass, and buys minute bundles for the bike hire service.
- For the journey between college and work, he takes the new Watford - Croxley public transport service (10 minute journey), which is quicker and more comfortable than taking the bus.
- He usually cycles home after work as he now feels safe using the improved cycle lanes, a 9 minute journey, leaving the bike in a docking station near his house.
- On the days when he feels a little more tired - he uses the electric bikes or similar.

**Total daily travel time: 31 minutes**

**Saving: 35 minutes**



For more information visit:  
[www.watford.gov.uk/futuretravel](http://www.watford.gov.uk/futuretravel)



**WATFORD**  
BOROUGH  
COUNCIL



# Transforming Travel in Watford: The Strategy for 2021 - 2041

## Supporting Document



**WATFORD  
BOROUGH  
COUNCIL**

[www.watford.gov.uk/futuretravel](http://www.watford.gov.uk/futuretravel)



**Our strategy to make it easier and greener for people to get around, particularly by walking, cycling and using public transport.**

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## Why changing the way we travel benefits us all

Everyone benefits when there is a greater choice of greener ways to travel, and we know that just by making a few changes to some of our journeys in and around Watford, we can all have a big impact. This Sustainable Transport Strategy set out how, by making it easier for people to make green travel choices, we can cut congestion, enjoy cleaner air, reduce our carbon footprint and feel healthier.

In the strategy, you will see how Watford Borough Council and Hertfordshire County Council have been working together to find practical ways to make a real difference to travel in the town. Both councils declared a Climate Emergency in 2019, setting a goal of being carbon neutral organisations by 2030 and looking at ways to support both the town and the county transition to carbon neutrality. Developing this new strategy is one way to help achieve this goal.

Our new shared vision for travel in Watford shows how we propose to offer more ways to get around the town that are kinder to our local environment and often quicker and more straight forward, looking at better walking and cycling routes as well as more accessible public transport. We can all play our part in making our town less congested, healthier and cleaner and we recognise the importance of involving our residents, businesses and community in shaping these positive changes.

We consulted on a draft strategy in autumn 2021, finding significant support for implementing changes to how we travel. The strategy has now been finalised, including our priority objectives for action, based upon this feedback. We will continue to engage with residents and businesses to now design and implement the solutions.

In delivering the strategy we also commit to:

- Ensuring equality of opportunity in all our schemes
- Collaborating with our neighbours
- Leading by example in making both councils' travel more sustainable

Thank you for taking the time to read our strategy, which we hope will inspire us all to see how we can make greener travel choices. You can find more information at:

<http://www.watford.gov.uk/futuretravel>

***Elected Mayor Peter Taylor***

Watford Borough Council

***Councillor Phil Bibby***

Executive Member for Highways & Transport  
Hertfordshire County Council

## Introduction

This document details the transport strategy for Watford for the period 2021 - 2041. A summary of this strategy, *Transforming Travel in Watford: the strategy for 2021 – 2041* is also available at: <http://www.watford.gov.uk/futuretravel>. The reasons for developing a transport strategy are set out within, as well as the current transport characteristics, issues and opportunities in Watford. Based upon this context, a set of objectives has been developed, and proposed ‘actions’ that Watford Borough Council and Hertfordshire County Council will pursue to meet the objectives. Some actions are short term (over the next five years), and others longer term, to be implemented over the full twenty year course of the strategy (or beyond). It is not expected that the strategy will lead to an overnight transformation, but act as a basis for a programme to deliver change. The document concludes with consideration of how the actions will be funded, and how progress will be monitored.

## Why must Travel in Watford be Transformed?

### Importance of Transport

The role of transport is fundamental to many aspects of life. How people and goods move has significant impacts on climate change and air pollution. Transport plays a critical role in people’s everyday lives; affecting their health, wellbeing, opportunities, and quality of life, whilst the economic viability of many businesses is dependent on a functioning transport network. It is therefore fundamental that Watford has a strategy on how best to manage and plan for the future of transport in the borough.

### Climate Emergency

Watford declared a Climate Emergency in 2019, with a goal of being carbon neutral by 2030. As a sector, transport emits more greenhouse gases than any other in the UK, of which emissions from road transport are the most significant contributor<sup>3</sup>. Emissions have stayed stable over the past decade when those from most other sectors have declined. To meet the goal of net neutrality by 2030, transport in Watford will need to change significantly, with a switch away from the current situation where the majority of trips are in petrol or diesel-driven cars, vans and lorries. This will necessitate far more journeys being completed in greener ways, primarily walking, cycling and using public transport.

**It would take over 100,000 acres of forest to absorb the current CO<sub>2</sub> emissions from transport in Watford<sup>1,2</sup>**

### Functioning Town

The highway network of Watford already suffers from significant congestion, with average speeds below 10mph on many roads in the morning peak. This makes journeys longer, less pleasant and more unreliable; affecting people’s quality of life and business productivity. With both the population and number of jobs in Watford expected to rise over the next 15 years, traffic modelling forecasts that, without changing how people travel around the borough, the highway network will be unable to cope and is already at capacity in places. In a heavily built-up environment such as Watford there is not the space to expand the capacity of the highway network, and evidence suggests that such an approach is likely to ultimately encourage more vehicles to travel in the area. To maintain an efficient transport network in Watford, trips need to be switched away from private motor vehicles to other modes.

**Survey Result:** Over 65% of respondents thought travelling in Watford was difficult during peak periods



## Quality of Life

The reliance on private motor vehicles for trips in Watford, and the resulting dominance of motor traffic on many streets, significantly detracts from the quality of life of many residents. Time spent in congestion is, for the vast majority, neither productive nor enjoyable and costs drivers money. Roads that are full of vehicles are noisy, suffer from air pollution, and are not spaces where people like to spend their time. As demonstrated by the COVID-19 lockdowns, when traffic is reduced, streets are much more pleasant, encouraging more cycling and walking, interactions between neighbours, and the use of local amenities and local businesses. An efficient transport network with less reliance on private vehicles will provide both residents and businesses more opportunities, as journey times are reduced and more places both in and outside the borough become easily accessible.

**On average, Watford residents spend 58 minutes a day commuting by car<sup>4</sup>**

The accessibility of the transport network is a key factor in improving opportunities for people with a disability to move around the borough, enhancing this accessibility will significantly improve the quality of life for many people.

Watford has multiple wards in the top 30% most deprived in the UK. Availability and cost of transport can play a big role in people's access to employment, education and other key amenities. Improving the transport network will make it easier for residents to get around, and cheaper, reducing deprivation and creating a more equitable borough.

## Health and Wellbeing

Changing the transport network in Watford offers the chance to gain significant health benefits for those in the borough. A lack of physical activity is a major problem in Watford and across the UK. Walking and cycling offer an opportunity to incorporate exercise into people's everyday journeys. A transport network where active travel is the default choice for short journeys will have large benefits for the wellbeing of Watford's residents, reducing pressure on the healthcare system. More sustainable transport will lead to cleaner air and reduce illness and deaths caused by pollution. Improving the transport network will also offer an opportunity to make it safer, reducing the number of people killed or seriously injured by motor traffic, of which there have been over 140 in the past five years on the streets of Watford.

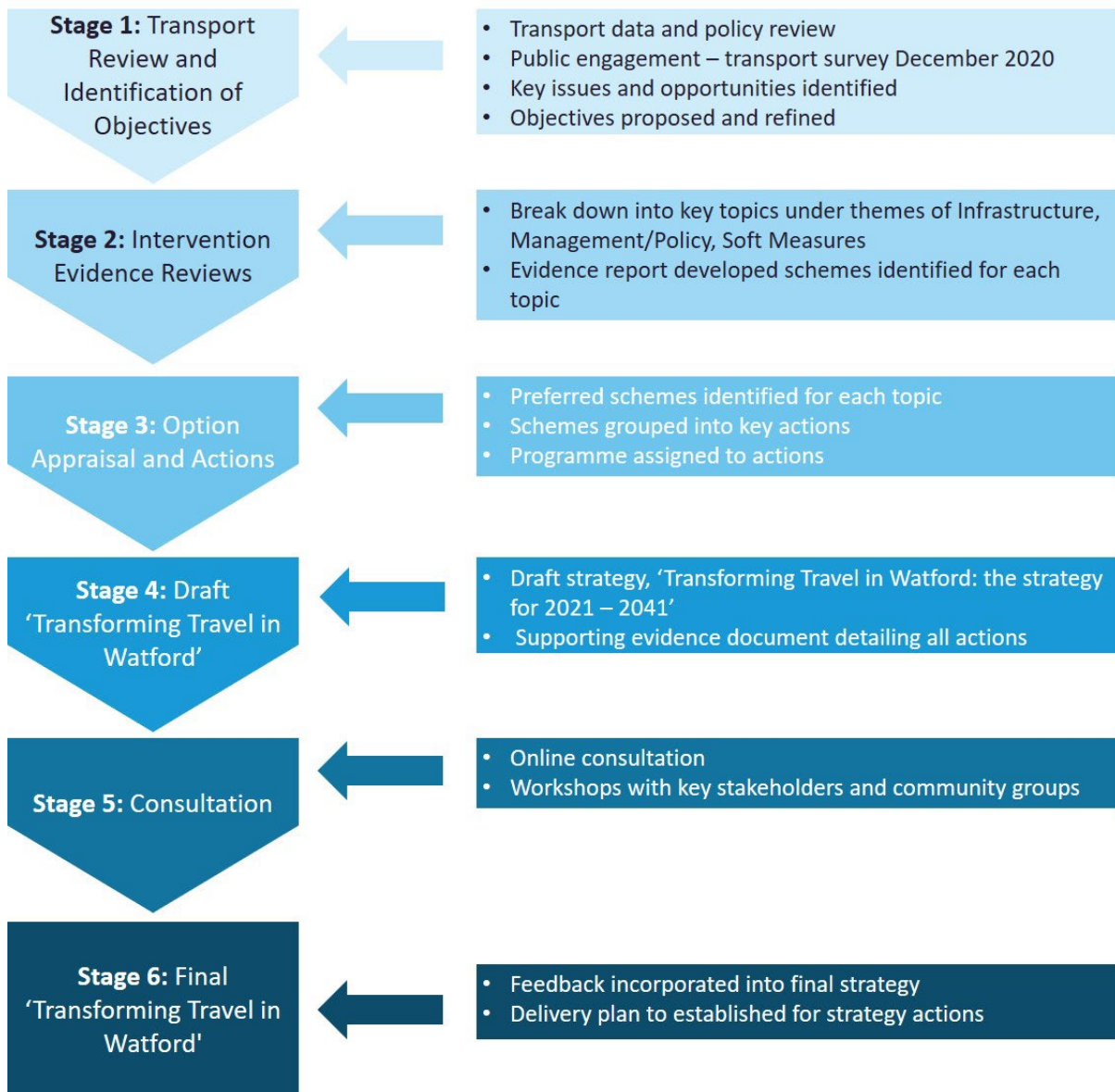
**1 in 3 Watford residents do less than the recommended amount of physical activity<sup>5</sup>**



## How has the Strategy been Developed?

This strategy has been jointly developed by Watford Borough Council and Hertfordshire County Council, with work undertaken including analysis of transport provision and movement patterns, modelling and benchmarking against other locations, plus an initial engagement exercise in December 2020, referred to as the Watford Travel Survey. A draft strategy was published for consultation in late summer 2021, with feedback incorporated into this final version. The consultation showed strong support for *Transforming Travel in Watford*, with over 80% of respondents agreeing that Watford needs to make changes to its transport network to help tackle climate change, and nearly all proposed actions receiving at least 50% agreement. Full details on the consultation results can be found at Appendix A. The process by which the strategy was developed is set out in Figure 1.

Figure 1: Strategy Development Process



## What is the Situation in Watford Today?

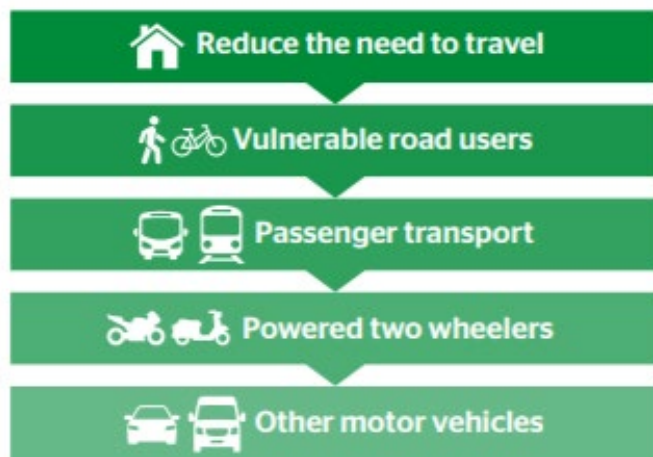
The strategy must respond to the existing travel situation in Watford and align with related policy. The policy and transport context is summarised in this section.

### Policy Context

National, regional and local policy all set out a need for transport to become more sustainable and less reliant on petrol and diesel private motor vehicles. The government’s *Decarbonising Transport Plan* makes clear that, “we must make public transport, cycling and walking the natural choice for all who can take it,” and includes commitments to increase cycling and walking; decarbonise rail and bus networks; as well as all vehicles on the road becoming zero emission<sup>6</sup>. A wide range of other national policies and plans covering both transport and planning policy all similarly endorse a switch to more sustainable transport.

Hertfordshire County Council’s *Local Transport Plan* includes the key principle of encouraging active travel and a mode shift away from the private car. To aid this shift, a Transport User Hierarchy has been developed, setting out a requirement to consider the needs of vulnerable road users (pedestrians and cyclists) then passenger-transport users, above those of motor-vehicle users in planning for transport.<sup>7</sup>

Figure 2: Hertfordshire Local Plan Transport User Hierarchy



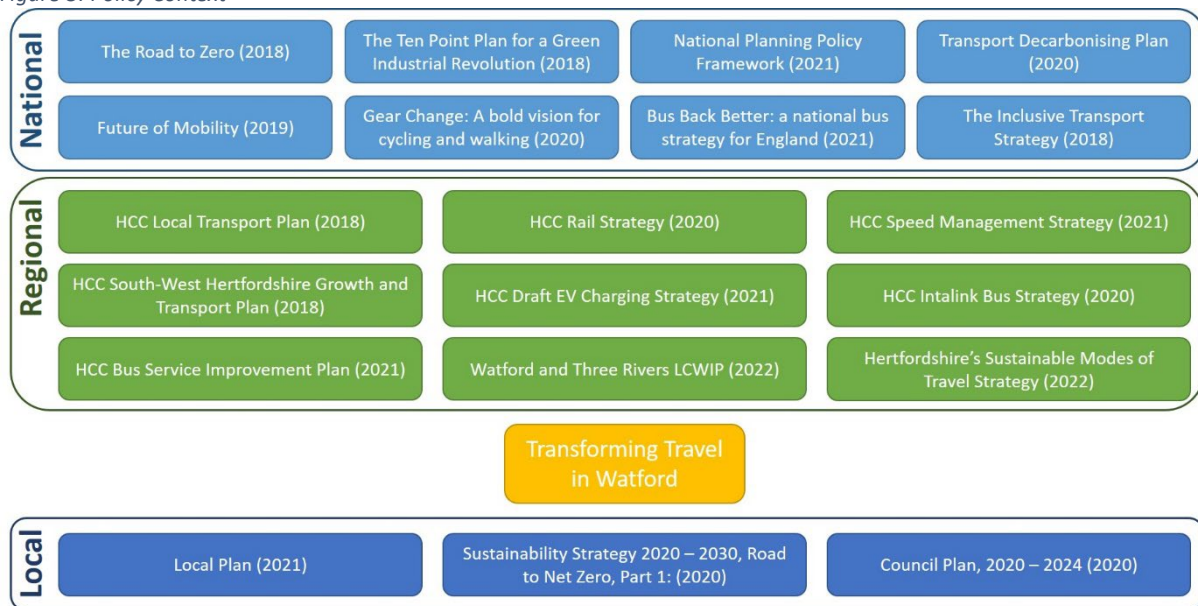
The *Local Transport Plan* is supported by a *Growth and Transport Plan for South-West Hertfordshire*. This is a strategic spatial transport plan that identifies the transport interventions required to address current conditions and support sustainable development in this area of the county, including Watford, and has been referenced in the development of this strategy<sup>8</sup>. Additional specific strategies relating to key transport modes have been developed by Hertfordshire County Council and integrated as appropriate, for example, the *Hertfordshire County Council Rail Strategy*.

To accompany the declaration of the Climate Emergency, Watford developed the *Sustainability Strategy Part 1 – 2020 to 2023*, which covers the approach to reaching carbon neutrality by 2030, whereby the borough will have net zero emissions of carbon dioxide, building upon the existing sustainable transport schemes implemented by the council. The *Watford Borough Council Plan 2020–24* commits to building new, greener ways to travel in and around Watford and promoting a transition to a low-carbon economy<sup>9</sup>. The *Final Draft Local Plan (2021)* sets an ambition for Watford to become a Sustainable Travel Town, which will mean “an urban environment where people choose to walk and

cycle, whilst reducing the impact of cars on the transport network, and promoting the use of public transport”<sup>10</sup>.

There is clear policy support for making transport greener, by reducing car trips and enabling travel by active and sustainable modes to respond to the Climate Change Emergency in Watford. Developing a sustainable transport strategy responds to this, and aligns not just to Watford Borough Council’s policy, but that of national government and Hertfordshire County Council. The key national, Hertfordshire County Council and Watford Borough Council policy documents are summarised in Figure 3, all of which support the aim of reducing the impact transport has on climate change.

Figure 3: Policy Context



## The Characteristics of Watford

### Geography and Socio-Demographics

The borough of Watford covers a relatively small geographical area, being less than five miles from north to south and less than three from east to west at most. With a population of just under 100,000 people, population density is high, reflecting its primarily urban nature<sup>11</sup>.

**Watford is within the top 40 most densely populated Local Authorities in the UK**

Watford is ranked 195<sup>th</sup> out of 317 Local Authorities in England in the government’s Indices of Multiple Deprivation (where 1<sup>st</sup> is the most deprived), with wards in the 20% most deprived, as well as the 10% least deprived. Both the proportion of adults classified as obese or overweight, and the proportion of physically active adults are worse than the national averages<sup>12</sup>.

### Transport Network

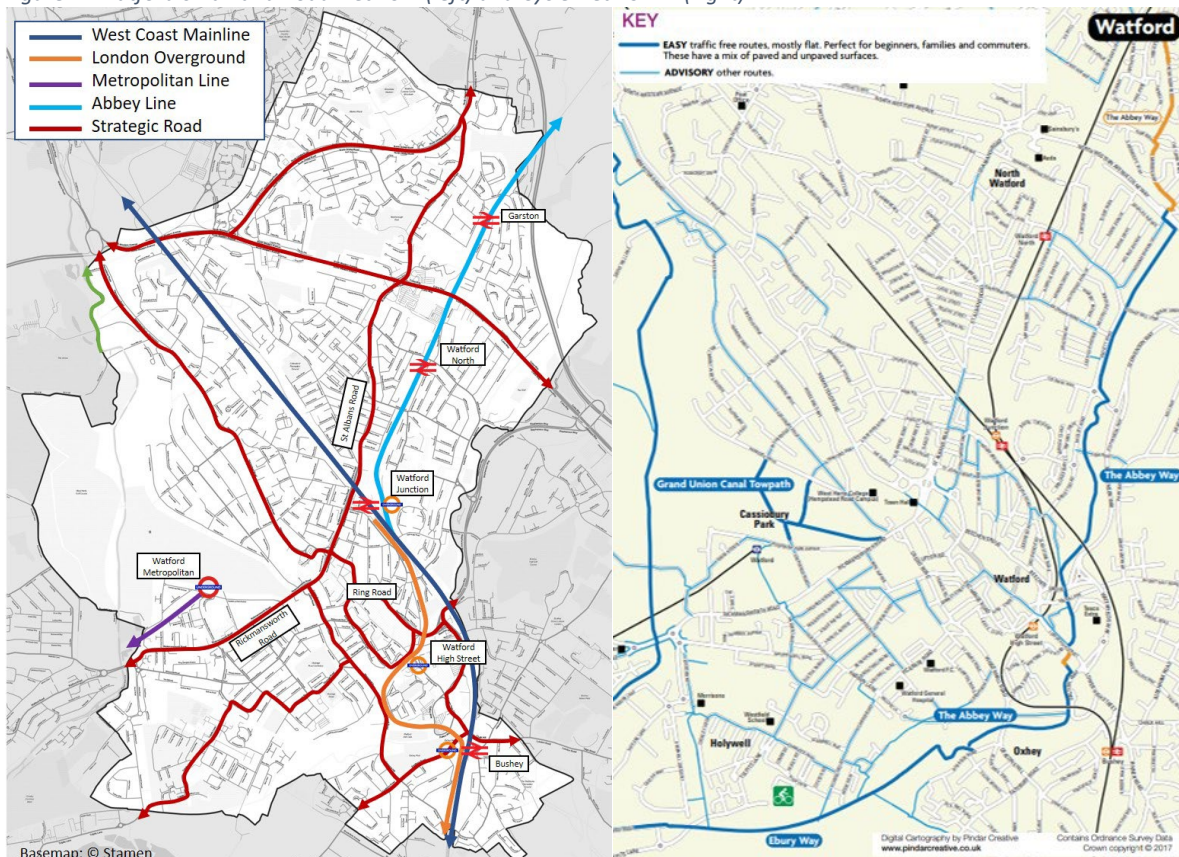
Watford benefits from good national and regional transport connections, given its proximity to two motorways, the M1 and M25, and a combination of rail links, including the West Coast Mainline, London Overground, Metropolitan Underground Line and Abbey Line. Bus connections provide links to other towns in Hertfordshire and Bedfordshire, as well as North London. Key transport links are summarised in Figure 4.

At a local level, the transport network includes strategic ‘A’ roads extending from the town centre in most directions, with the centre itself being almost entirely surrounded by a ring road. In many places these roads are wide, with multiple lanes for general traffic.

Sustainable transport provision is less comprehensive. The cycle network is fragmented, as shown in Figure 4 there are sections of quiet off-road route along the Ebury Way, Grand Union Canal and Colne Valley. These contrast with a general absence of high-quality cycle infrastructure in the urban areas where people need to travel to key destinations, with most routes being ‘advisory’, suggesting they may not be appropriate for all users. People cycling must often mix with high volumes of or fast moving traffic, or share space with people walking. Provision for walking is mixed, with some high-quality urban realm with plenty of space, such as sections of the High Street, St Albans Road and the recently upgraded Clarendon Road. In contrast, in many areas, footways are narrow, opportunities for safe road crossing are limited, and the wide, high-capacity roads cause severance and create uninviting environments for people to walk. Many of the streets in the town are not easily accessible for people with disabilities.

The bus network is focused on the town centre, Watford Junction and the key arteries of St Albans Road, Rickmansworth Road, and Lower High Street. Service frequencies are mixed and bus priority measures are limited. The multiple rail stations primarily serve trips in and out of Watford, although some local trips can be completed along the Abbey Line, or between Watford Junction and Watford High Street or Bushey Station. Only Watford Junction and Watford North Stations have step-free access throughout.

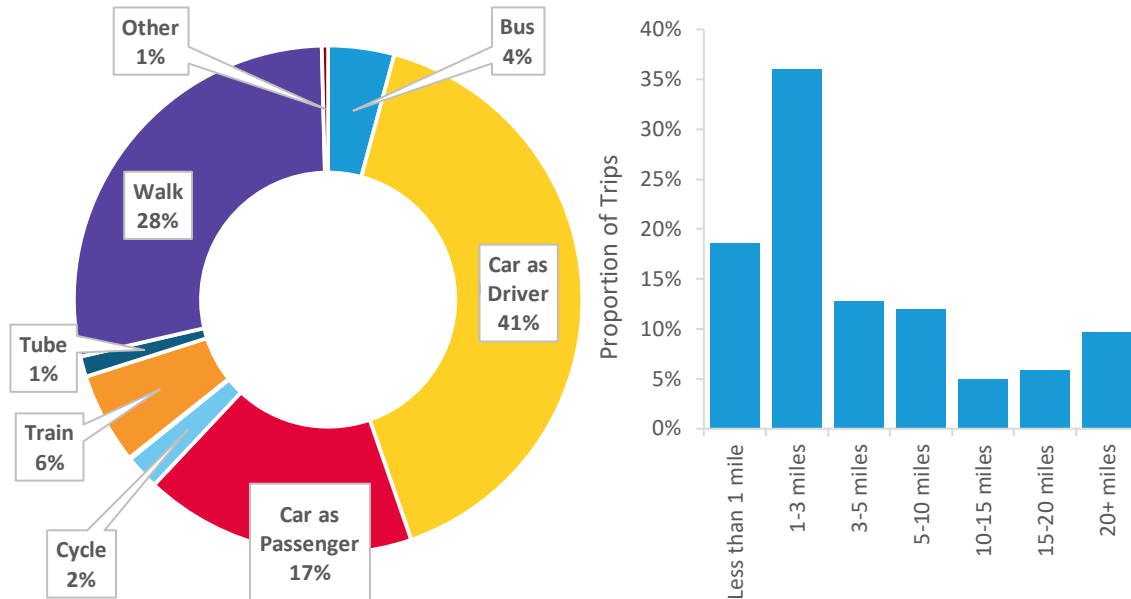
Figure 4: Watford's Rail and Road Network (left) and Cycle Network<sup>13</sup> (right)



### Travel in Watford

For all trips made by Watford residents, the main mode of travel of each journey, as recorded by Hertfordshire’s County Travel Survey in 2018, is summarised in the figure overleaf. The majority of trips are made in private cars. Walking is the next most-frequent mode, and cycling and buses make up very small proportions, both being less than 5%. Journeys made by Watford residents are mostly short, with 19% being less than a mile, and 54% being less than three miles<sup>14</sup>.

Figure 5: Trips by Main Mode (left), and Distribution of Trip Lengths (right), Watford Residents, 2018<sup>15</sup>



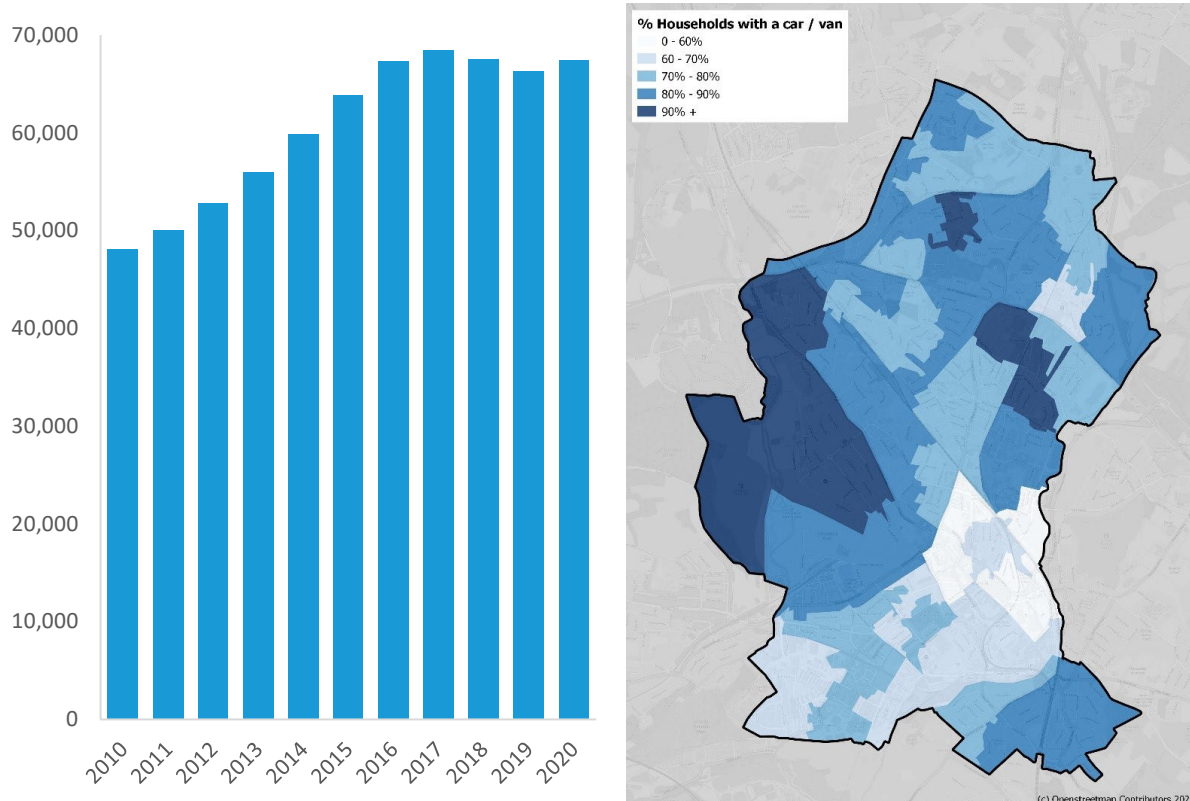
Watford experiences both high inbound and outbound commuting, with around 55% of people working in Watford commuting in from outside the borough (28,800), but nearly as many commuting out each day (24,900)<sup>16</sup>, prior to the impact of the COVID-19 pandemic.

Around 80% of households in Watford have a car<sup>17</sup>, although lower than other areas in Hertfordshire, it is above the national average of 74%. With just under 0.7 cars per capita, the borough is in the top 30% authorities in the country in terms of cars per person.



The number of cars registered in Watford rose from 2010 to a peak in 2017, since when it has stayed stable, shown in Figure 6. In the same period the total distance driven by all vehicles on Watford’s roads has stayed relatively stable<sup>18</sup>. Car ownership is unequally distributed in the borough, with rates particularly high in Cassiobury, as illustrated by Figure 6. However rates are much lower around the town centre, demonstrating both the reduced need for a car where public transport provision is higher, and that with nearly 50% of households in this area not owning a car, the need to provide for those who don’t have access to one.

Figure 6: Total Registered Vehicles in Watford by Year<sup>19</sup> (left) and Levels of Car Ownership by Area<sup>20</sup> (right)



### Current Sustainable Transport Schemes

As part of Watford Borough Council’s Sustainability Strategy, a range of schemes exists within the borough to promote sustainable travel, as follows:

- **Electric-car club** – cars based at the Town Hall that can be borrowed by both council staff and residents.
- **High Street improvements** – making a more friendly environment for people walking that provides for public transport and taxis, with private vehicle traffic access restricted.
- **Clarendon Road improvements** – upgrades to carriageway and footway to create more attractive route between town centre and Watford Junction.
- **Electric vehicle charging infrastructure** – installed in council car parks and on streets around the borough.
- **Bike share scheme** – 200 pedal bikes and 100 e-bikes at over 70 locations across the borough that can be used by residents and visitors.
- **On-demand bus service** – flexible bus service that responds to passenger demand and follows the routes they wish to take.

- **Travel app:** free smartphone app for journey planning in Watford, allowing people to choose the best options for a given journey, based on cost, waiting time and environmental impact.

These schemes have made more sustainable travel possible, with more than 180,000 journeys made by 20,000 unique users of the bike share scheme since its inception. The car club was well used pre-COVID, with cars booked 38% of the time; nearly double the figure that is generally considered high usage, 20%.

### Impact of COVID-19

The COVID-19 pandemic and associated lockdowns and restrictions have fundamentally changed day-to-day life for almost everybody. The impacts on transport have been particularly profound, with the number, type and mode of trips all being changed. Whilst some of these changes will have been temporary reactions to the situation, some are likely to become permanent changes to the way people travel. 40% of respondents to the Watford Travel Survey believed that COVID-19 would permanently change the way they travel.

**13,000 journeys using the bike share scheme in May 2020, the highest total of any month from scheme launch to date**

The pandemic is likely to have caused long-term changes in commuting, due to the increase in remote working. However, the proportion of residents recorded working at home in Watford was 31% in 2020, compared to 23% in 2019<sup>21</sup>, a smaller rise than may have been expected that implies for many working from home is not an option, and traditional commuting patterns will continue. Across the UK, for those who did not work at home prior to the pandemic, 10% believe they will return to their usual place of work full time, and 4% believe they will work from home full time, suggesting that a hybrid model will be the most common habit<sup>22</sup>. A reduction in business trips will likely be a further key consequence of the pandemic, with over two-thirds of people believing virtual meetings will replace some, or all, face-to-face interactions.<sup>23</sup> The move towards online shopping has meant internet sales since March 2020 in the UK made up on average 30% of total retail, compared to 19% in 2019, with consequent impacts on shopping trips<sup>24</sup>.

Changes in journey habits are reflected in traffic data for Hertfordshire. In autumn 2021 daily traffic was around 10% below pre-COVID volumes. Traffic during the morning peak dropped by around 15% compared to a 10% decrease in the afternoon peak, and a 5% rise in midday traffic. A further impact of the pandemic has been a significant reduction in the use of public transport. By the autumn of 2021 national rail and bus usage had not risen above 72% and 82% of pre-COVID levels respectively.

In England 26% more cycling trips were made in 2020 compared to 2019<sup>25</sup>. Cycling and walking were supported in Watford by schemes to create space for active travel and social distancing. Combined with the reluctance to travel on public transport, this will likely have led to some people permanently switching more trips to these modes.

The likely long-term impacts of COVID-19 on transport can be summarised as:

- A reduction in the number of commuting trips
- Fewer trips in the traditional peak hours, but more during the day
- Changes in patterns of commuting as people rethink where they live and when they travel
- A reduction in business trips as meetings increasingly take place virtually
- A reduction in individual retail trips, but an increase in retail deliveries



- A prolonged reluctance to use public transport amongst a significant minority and consequent increase in private car usage
- An increase in walking and cycling trips amongst some people

However, the exact nature of these changes cannot be easily forecast, and there is a risk that much behaviour could return to pre-pandemic patterns without further policy intervention or changes to the transport network. The strategy has been developed to react to the likely impact of COVID-19, and individual initiatives will continue to be reviewed in response to changing behaviour and new evidence.

## Issues and Opportunities

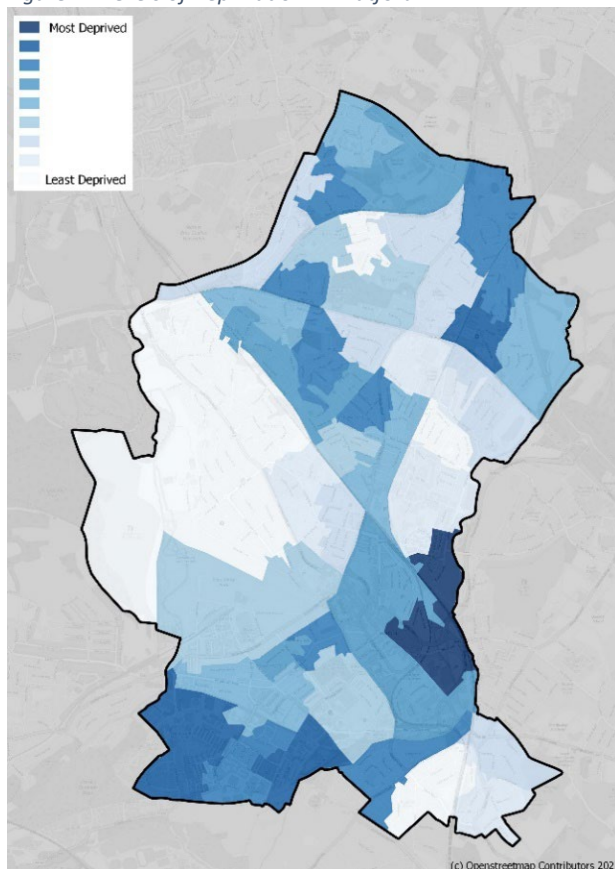
Based upon the review of the current situation, some key issues that the strategy will need to tackle, and opportunities that the strategy can build upon, have been identified. These are described below.

### Issues

#### Areas of Deprivation

Around one quarter of wards in Watford are categorised as amongst the 30% most deprived in the UK. The availability and cost of transport will directly affect access to employment and thus income, the two factors that make up the greatest part of determining an area's level of deprivation. It can be seen from Figure 7 that some of the more deprived areas are in West Watford, and to the far north of the borough, where connections to the town centre are poor.

Figure 7: Levels of Deprivation in Watford



Health is a further indicator assessed in judging deprivation, which, as discussed above, will be influenced by the extent to which the transport network encourages exercise or not. Watford scores 109<sup>th</sup> worst in the country for the indicator ‘Living Environment’, significantly worse than its overall deprivation rating of 195<sup>th</sup>. Two of the four indicators that make up the ‘Living Environment’ are the quality of air and volume of road traffic collisions involving people cycling or walking. Many of the more deprived areas in the borough are bisected or adjacent to busy roads with multiple lanes and the associated air and noise quality issues. This indicator therefore has a direct link to the transport network in the borough, and should be considered in transport planning decisions.

### Prevalence of Private Motor Vehicles

The high proportion of trips being completed in a car creates a range of issues for Watford. For people driving, congestion is an issue, particularly during the peaks and at key hotspots, making for longer, and less reliable journey times. Average speeds during the morning peak and congestion hotspots are shown in Figure 8. Many car trips in Watford are short, and are encouraged by high car-ownership, which rose substantially in Watford over the last decade. The volume of traffic is connected to the number of people killed and seriously injured on Watford’s roads, which exceeds 140 over the past five years, and disproportionately affects non-motorised road users, with several collision hotspots (shown in Figure 8). Being predominantly petrol or diesel engines, motor vehicles are a major contributor to Watford’s greenhouse gas emissions. They cause air pollution, and two Air Quality Management Areas have been defined within the borough, meaning air quality is unacceptably low.

Figure 8: Congestion Hotspots and Average Traffic Speeds<sup>26</sup> (left) and Collision Hotspots<sup>27</sup> (right)



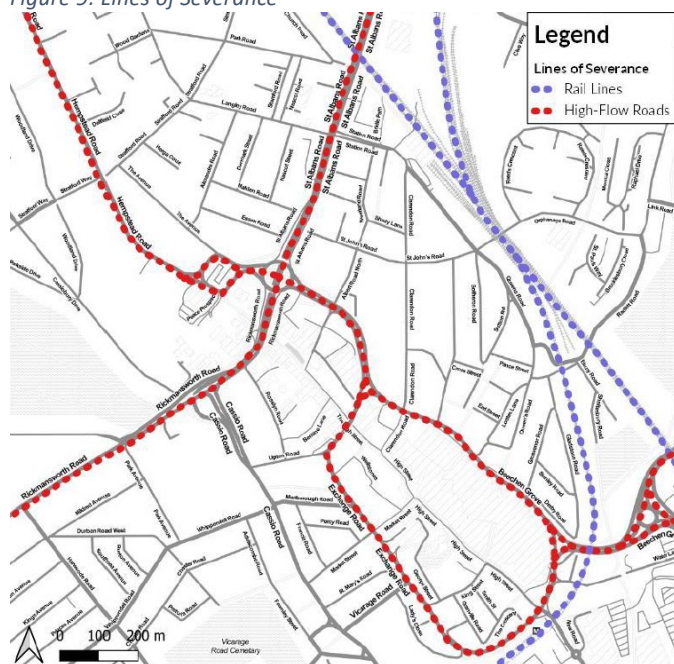
### Low Levels of Active Travel

Given the size and urban nature of Watford, levels of active travel are relatively low. This is especially true of cycling, which makes up only 2% of journeys by Watford residents. In the Watford Travel

Survey, fear of traffic, feeling unsafe, and a lack of high-quality infrastructure were amongst the most cited reasons for not cycling more.

The quality of the walking environment affects people’s willingness to walk, and in places can make journeys very difficult for those with a disability, due to narrow, uneven footways, obstructions on footways and a lack of features to aid legibility. Feeling vulnerable, and the quality of footways were amongst the most common reasons for people not walking more according to the Watford Travel Survey. The wide or multiple lane carriageways and railways cause significant severance, particularly in the town centre, as illustrated in Figure 9, also make walking and cycling harder.

Figure 9: Lines of Severance



### Mixed Public Transport Provision

Whilst the borough has multiple rail stations, these offer few opportunities for travel within Watford, or to other destinations in Hertfordshire, and in the case of the Abbey Line, service frequencies are low and irregular. Not all stations are fully accessible, and often lack key facilities for arriving and departing by sustainable transport.

The bus network is focused on the town centre, meaning not all areas are well served, with a lack of frequency and town-wide coverage being the key reasons given in the transport survey for not being used more. Journey times are affected by congestion, with relatively few bus-priority measures compared to many urban areas.

### Limited Capacity

Watford has a relatively dense population, which is expected to rise over the next fifteen years, as well as increasing employment, meaning more trips within and into the borough. There is no space to expand the highway network, and the level of car ownership means in many residential areas it is difficult to park. Roads are often narrow, and finding dedicated space for vehicle traffic, parking, buses and people cycling is a major challenge. In addition, the network must cope with many trips passing through the borough. Around 20% of all cars on Watford’s roads come from outside the borough and pass through without stopping, providing no local benefit<sup>28</sup>. If the transport network is not transformed, it will soon be unable to function, as there is little space to fit in more private cars.

## Opportunities

### Geographical Scale

Watford is relatively small, has few hills, is densely populated and the majority of trips by residents are short. There is therefore a significant opportunity for more trips to be made by active modes, as the places people visit on a day-to-day basis are often within easy walking or cycling distance. This potential is reflected by Watford having the highest levels of walking and cycling in Hertfordshire. The boost in cycling and walking observed during the pandemic suggests that if people in Watford have the conditions where they feel safe and comfortable to cycle and walk, then they will choose to do so.

### Existing Sustainable Transport Measures

Watford has already started the transition towards a more sustainable transport network with the implementation of cycle infrastructure improvements, a car club, a bike share scheme, on-demand bus service and the Watford travel app. This has been supported by the recent urban realm schemes, focusing on creating attractive spaces for people walking in particular. This provides a foundation on which to create a truly sustainable travel town.

### Transport Corridors and Links

The rail network already provides good links between Watford and other destinations, as well as offering potential for improvements to serve more destinations or existing destinations more frequently. The borough benefits from having established highway links to motorways and other key regional destinations, which could also serve as public transport corridors. The disused Croxley Rail Line and the Abbey Line both offer the potential for new or enhanced public transport routes.

### Future Mobility

Technological developments such as smartphones, 5G networks, contactless payment and electric vehicles, alongside societal change, such as the emergence of the sharing economy and a changing attitude towards car ownership amongst young people, are impacting the transport network. Watford is already tapping into this via its existing sustainable transport measures, but these changes are likely to offer further opportunities in the future, changing how people plan, pay for, and choose to travel. If harnessed correctly, this can be used to drive the switch to more sustainable travel in Watford.



## Objectives

To determine the direction of the strategy and what it should achieve, a set of objectives has been developed to respond to the issues and opportunities, based upon feedback from both the Watford Travel Survey and discussions with elected Councillors and the Mayor of Watford. These objectives were tested and agreed via the strategy consultation and have been used to guide the selection of actions that make up the strategy for the future of transport in Watford and are shown below.



**Cutting congestion:** Reducing the number of car journeys by making cycling, walking or public transport the natural first choice for local trips.



**Providing for future journeys:** Investing in efficient and green ways to travel for both current and future residents and businesses.



**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.



**Ensuring all our community benefits:** Offering equality of access to transport for all.



**Making best use of new technology:** Providing green and environmentally friendly travel solutions.



**Delivering a great customer experience:** Promoting high quality, easy-to-use travel options.



## Strategy Actions

### Introduction

Enabling increased sustainable travel in Watford will require a range of actions. Some of these will be small-scale and highly local and others large-scale, capital intensive, infrastructure developments that will affect travel behaviour beyond the borough's boundaries. Many actions will be connected, with their success being dependent on each other. The strategy actions have been grouped into six key themes; active travel, town centre, longer journeys, alternatives to the car, supporting change and moving goods, each of which supports the overall strategy objectives.

### Active Travel

Enabling more people to travel by active modes will bring benefits beyond transport alone. Whilst active travel primarily refers to walking and cycling, well thought-out design for these will serve people running, children using push-scooters, those in wheelchairs and other self-powered modes. The size of Watford, and the fact that 19% of trips made by residents are less than one mile and 68% are less than five miles, suggests a huge potential for walking and cycling<sup>14</sup>. However, less than a third of adults in Watford walk for travel, and fewer than 3% of adults cycle for travel, on at least three days a week<sup>29</sup>. A lack of children walking or cycling to school misses a key opportunity to embed active travel from an early age. The benefits of active travel are clear:

- **Efficiency** - on average 3.5m of road width dedicated to motor vehicles can transport 2,000 people per hour. If dedicated to cycling, this rises to 14,000 people per hour, and to walking, 19,000 people per hour<sup>30</sup>.
- **Health** - physical inactivity is responsible for one in six UK deaths and costs the UK £7.4bn annually<sup>31</sup>.
- **Wellbeing** - twenty minutes of exercise a day cuts the risk of developing depression by 31%<sup>32</sup>.
- **Life Expectancy** - regular physical activity reduces the risk of all-cause mortality by 30%<sup>32</sup>.
- **Thriving High Streets** - increases of up to 40% in shopping footfall are generated by well-planned improvements in the walking environment<sup>33</sup>.
- **Local Retail** - people who walk to high streets spend up to 40% more in a month than people who drive<sup>34</sup>.
- **Busy High Streets** - people who walk make an average of sixteen monthly visits to their local high street, people who cycle will make twelve visits per month and those who drive will make eight monthly visits<sup>35</sup>.
- **Business Productivity** - employees who cycle regularly take 1.3 fewer sick days each year than those who don't<sup>36</sup>.
- **Climate Change and Clean Air** - walking and cycling produce no air pollution or greenhouse-gas emissions.
- **Cost Savings** - the average cost to a person of walking per year is £0, cycling is £250 and running a car is £7,300 (in London)<sup>37</sup>.

If all the value of these benefits is calculated in monetary terms, every £1 spent on walking and cycling infrastructure delivers on average £13 of benefits to the economy<sup>38</sup>.

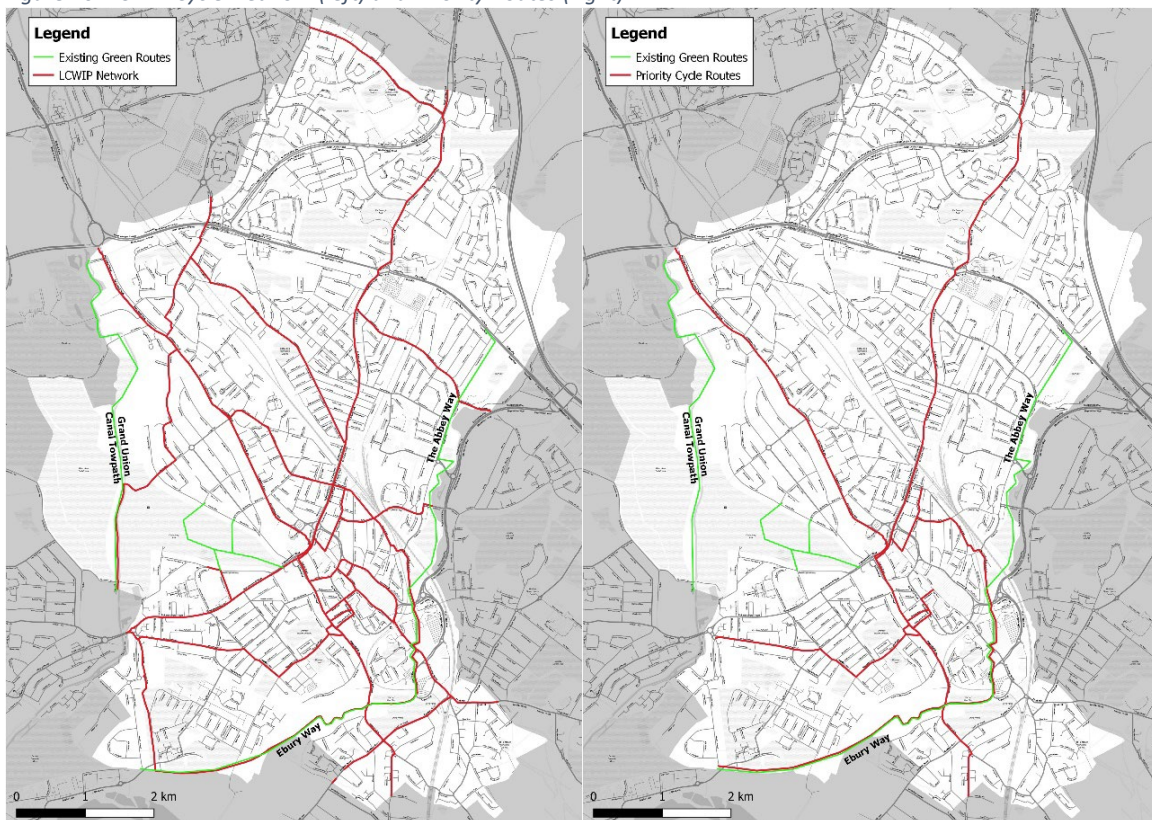
**32% of car trips in Watford are less than two miles<sup>28</sup>**

Active Travel Action 1: New Cycle Routes and Improved Footways

Cycle Routes

At the core of enabling people to cycle is creating streets that are attractive and that people feel safe to cycle on. This requires allocating more space and priority to cycling. The biggest factor discouraging more people from cycling identified in the Watford Travel Survey was the lack of cycle infrastructure. The Watford and Three Rivers Local Cycle and Walking Infrastructure Plan (LCWIP) identifies the key routes upon which people are most likely to want to cycle, and the infrastructure required to enable everyone to cycle upon them. For most routes, this will mean a step-change in current provision, with a far greater emphasis on segregated cycle infrastructure and actively lowering traffic volumes, so that everyone from age 8 to 80 and beyond will feel safe using these routes. The network on the left in Figure 10 reflects the long-term ambition for a comprehensive cycle network, linking all major origins and destinations, so that at least 80% of the population of Watford would be within 400m (five minutes' cycling) of this network. The routes that are likely to deliver the most benefit, in terms of enabling the biggest increase in cycling, linking to more deprived areas and overcoming existing severance have been identified as priorities, and are highlighted on the map to the right in Figure 10.

Figure 10: LCWIP Cycle Network (left) and Priority Routes (right)



The priority cycle routes will form the focus of initial delivery, building on the existing network. The Local Cycle and Walking Infrastructure Plan will be reviewed within the next five years with a focus on identifying improvements for the remaining routes.

**Active Travel Action 1a:** An enhanced, borough-wide cycle network will be developed, with infrastructure designed to make everyone from age 8 to 80 feel comfortable using it. The priority for delivery will be the routes that will facilitate the most trips, connecting key origins, destinations and new developments.

### Walking Routes

Alongside developing the cycle network, it will be similarly important to enhance the provision of infrastructure for walking in the borough. To encourage people to walk more, streets need to be attractive spaces that are pleasant to spend time in, often described as ‘Healthy Streets’.

#### 28% of trips by Watford residents are made by walking

Creating Healthy Streets means:

- Footways of sufficient width, free of clutter, with even surfaces that are easy to follow for all, including those with visual impairments
- Not being dominated by motor traffic and the inherent noise, pollution and safety implications
- Crossings that are easy to use and match where people wish to travel;
- pedestrian environments that are easy to use for everyone, irrespective of age or mobility
- Offering places to rest, providing shade and shelter, attractive urban realm and features that make journeys interesting

Many streets in Watford are dominated by traffic and the quality of footways and pedestrian provision varies. This is reflected in the quality of infrastructure and dominance of traffic being amongst the main reasons that people said they did not walk more in the Watford Travel Survey.

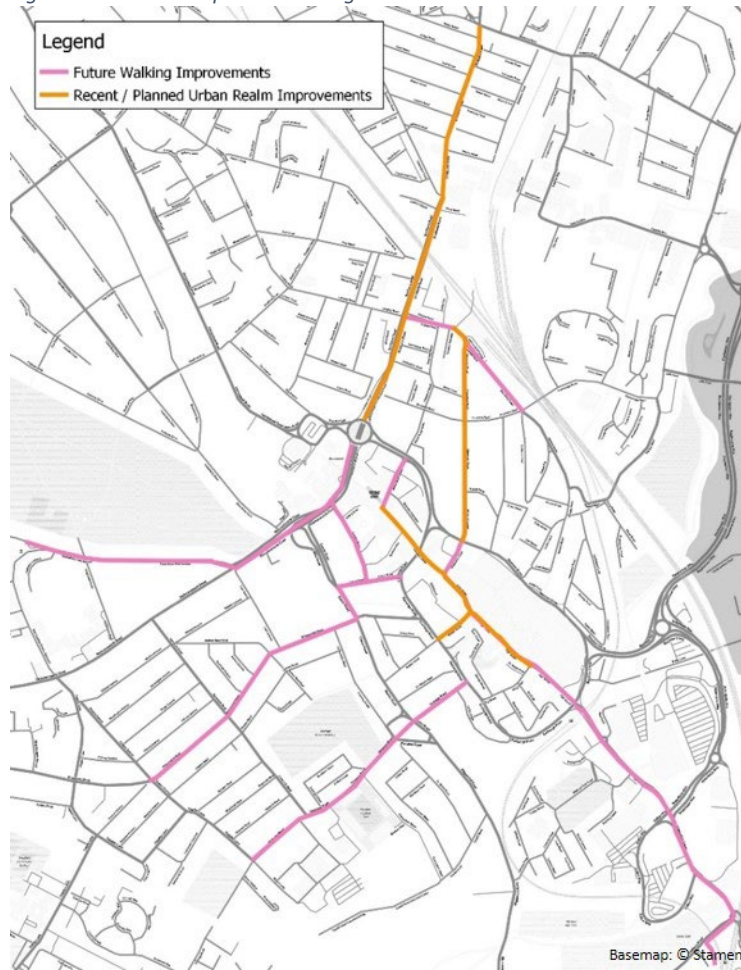
**Survey Result:** the top reasons people gave for not walking more included: feeling vulnerable, the quality of pavements and footpaths being poor, and air pollution and traffic making it

The Local Cycle and Walking Infrastructure Plan has identified the town centre as the initial priority for walking improvements, reflecting its position as the area of the borough where the most walking trips are undertaken, which also has busy main roads that are difficult to cross, and footways and pedestrian crossings of inconsistent quality on key approach routes. The key routes for improvement are shown in Figure 11, and will include new and improved crossings, better wayfinding, improved footways, and wider enhancements to the urban realm.





Figure 11: LCWIP Proposed Walking Interventions



The improvements described will form the focus of delivery over the next five years, building on existing or recently implemented improvements, such as those to the High Street, Clarendon Road, the Watford Junction approach and St Albans Road. A subsequent iteration of the Local Cycle and Walking Infrastructure Plan will be expected to consider other core walking areas in the borough and identify the key walking routes that require improvements.

**Active Travel Action 1b:** Key walking routes within and linking to the town centre will be improved to provide streets that are attractive to walk and spend time in, as well as providing new and enhanced crossings of busy roads, particularly the ring road.

Clearly walking is not confined to just the town centre, and improvements to facilities for walking will be needed across the borough. A key part of this will be embedding a Healthy Streets approach into all future design. This means that whenever a street layout is changed or a new street constructed, the design will firstly take account of the Transport Hierarchy (i.e. consider the needs of people walking and cycling first), as well as considering the extent to which the scheme creates a Healthy Street, as defined above. It will be incumbent on new development to incorporate such design within proposals.

**Active Travel Action 1c:** Ensure that in all street design, the needs of people walking and cycling are put first.

Being able to cross roads easily is a key factor in enabling people to walk as many journeys as possible. In many places in Watford this means using signalised crossings, often with two stages, such that crossing requires a separate green man to traverse each direction of traffic, with a wait in the middle. Signalised crossings can thus cause significant delays for people walking, making journeys less attractive. Insufficient length of the pedestrian-crossing phase can also cause difficulties for people with restricted mobility, making using these crossings intimidating. Hertfordshire County Council have recently conducted a review of signal timings at a number of locations, adjusting where possible to reduce delays for pedestrians and extend the length of the pedestrian-crossing phase. This practice should be continued on a regular basis.

**Active Travel Action 1d:** Continue to review and improve pedestrian crossings, making sure they are designed to be inclusive for all users.

Whilst some schemes will take time to implement, there are many small changes or ‘quick wins’ that could make walking and cycling easier, with minimal expenditure. These could, for example, include updating signposting, resurfacing, removing barriers on desire lines, adding dropped kerbs or tactile paving, or decluttering footways.

**Active Travel Action 1e:** Identify and deliver ‘quick wins’ for walking and cycling in collaboration with Watford residents and businesses.

#### Active Travel Action 2: Expanded Cycle Parking

If the number of people cycling in Watford increases, the amount of cycle parking will need to increase too. Cycle parking at new homes is dictated by the standards set within the *Local Plan*, it is important that the council ensures that the parking delivered meets these standards and is high-quality, convenient, and secure, so it can be used by all. Many existing homes do not have a practical place to keep cycles. To allow more people to store a cycle securely where they live, cycle hangars can be installed. These can provide a secure facility for cycle parking, for which residents pay a small fee for exclusive access. A trial launch could focus on an area where residents have limited space to store a cycle at home and are near existing or planned cycle routes. Engagement with Housing Associations offers a further avenue for identifying locations for, and the delivery of, cycle hangars.

**Active Travel Action 2a:** A trial scheme of cycle hangars for residents in an appropriate area.

Beyond residential areas, cycle parking should be provided in the places people want to go, whether this is work, school, local high streets, a rail station or other destination. To increase the volume of cycle parking at schools and workplaces, a scheme could be introduced to assist with installation. As with the cycle hangars, priority could focus on places where children or employees are most likely to cycle or there is demonstrable demand.

**Active Travel Action 2b:** Investigate schemes to support the delivery of cycle parking in schools and workplaces.

Ensuring on-street cycle parking on high streets, rail stations and at other community destinations meets demand will help enable people to cycle within the borough. To ensure supply is appropriate, a two-fold approach of auditing the usage of existing supply, and making it easier for the public to report locations where more cycle parking is required could be used. A further strand will be to ensure cycle parking locations integrate with the bike share scheme. This would create locations that are

known for both types of cycle parking, to aid usability for people who cycle. Installation will then be targeted at the key locations identified in this strategic manner to ensure the maximum value is gained from new cycle parking.

**Active Travel Action 2c:** Audit cycle parking, create a suitable community feedback website location to identify new locations for cycle parking and adopt a strategic approach to delivery.

#### Active Travel Action 3: Bike Share

A bike share scheme was launched in Watford in March 2020. 200 pedal bikes and 100 e-bikes are available to hire from over 70 bike share parking locations across the borough. On completion of all planned cycle-parking bays, 90% of the population of Watford would be within a five-minute walk of a bay. Providing a bike share scheme provides an option for people who don't own a bike and visitors to Watford to cycle. It makes more journey-type combinations possible or easier, for example cycling in one direction, but returning by a different mode, or cycling to or from a bus or train stop at the beginning or end of a journey, completing the 'last-mile' sustainably.

**Survey Result:** 35% respondents cited not having a bike as reason for not cycling more.

Whilst significantly impacted by COVID-19, the bike share scheme has been well used since launch, with 20,000 unique users making over 180,000 journeys by the end of 2021, exceeding 100,000 hours of travel. Over the next three years, the priority will be completing the delivery of all 83 proposed bays, monitoring the use of the scheme, and making sure that it is meeting its objectives, and if not, identifying why. Currently all bays are within Watford, completion of delivery could include targeting of specific sites outside the borough if these serve key destinations for Watford residents.

**Active Travel Action 3a:** Complete delivery of the bike share scheme, monitor usage against objectives and identify modifications required as necessary.

Over the longer term the focus will be making sure the bike share scheme's value in supporting sustainable travel is maximised, by:

- Ensuring that larger development sites include bike share bays, as required in the *Local Plan*
- Delivering integrated standard cycle parking and bike share bays at key locations
- Making sure that the scheme continues to meet demand, increasing density as required at key locations
- Considering wider expansion into neighbouring boroughs, potentially through a partnership arrangement
- Exploring options to enhance the social value of the scheme through providing training for users, or reduced cost access for certain groups

**604,000km travelled by Watford bike share users to date**

There has been a rapid increase in the use of e-scooters in the UK and beyond in recent years. Currently their use on public highways is legal only when hired from a designated trial scheme, which are taking place in towns and cities across the country. The impact of these trials is being monitored, and reviewed by the Department for Transport. Changes in national legislation will be required before there is any consideration of inclusion of e-scooters in the sustainable transport make-up of Watford. It is recommended Watford monitor the situation and respond to evidence and national changes.

**Active Travel Action 3b:** Ensure that Watford continues to offer a shared sustainable transport scheme that meets the needs of the borough and links to other sustainable transport options.

## Active Travel Action 4: Healthier Neighbourhoods

### Residential Streets

High traffic volumes are one of the biggest factors in discouraging people from walking and cycling. Different streets have different purposes, whilst main roads must serve to allow people to move from one place to another, local streets are primarily places where people live, shop or work. Therefore, motor traffic travelling from one place to another should primarily be on main roads, which, generally being wide, are designed for higher levels of traffic, with traffic lights to control junctions. Local streets are mostly designed to accommodate lower levels of traffic. They should not be overwhelmed with through traffic, often referred to as ‘rat running’. Where this happens, they are unlikely to be places where people enjoy, or feel safe, walking and cycling. Therefore, to enable everyone to feel comfortable travelling by active modes on these streets, it is necessary to reduce and slow the volume of traffic and provide priority for people walking and cycling.

**Walking and cycling make up 30% of trips in Watford, but 56% of victims of fatal or serious collisions**

An established, and successful, approach to reducing this traffic is implementing ‘modal filters’, which allow the passage of people walking, cycling, and if necessary, buses, but not motor traffic. This is a not a new concept for Watford, but one that has already been implemented in many streets.

Figure 12: Modal Filters in Watford



however, stop people driving through streets not designed for high volumes of traffic, with no benefit to the people who live there. This approach has been shown to lead to increases in the numbers of people walking and cycling<sup>40</sup>, a decrease in road-traffic injuries<sup>41</sup>, as well as leading to fewer car trips, as people are no longer driving for as many journeys. The success of such schemes is dependent on community involvement in their design, and ensuring filters are put in the correct place. The use of temporary filters such as planters means these can be moved with relative ease, and can be trialled and modified as required. Monitoring of a scheme’s impacts will be crucial, and they should be designed with the flexibility to respond to any issues arising. Further analysis of potentially suitable neighbourhood areas will be completed and engagement with the community will be undertaken to identify the desire for healthier streets amongst residents and businesses. Where this does exist, measures will be implemented as a trial, and monitored carefully, before deciding on whether to make them more permanent.

**Active Travel Action 4a:** Trial new traffic filters to create healthier neighbourhoods, developed in collaboration with local communities. Monitor and evaluate their impact, before deciding whether to retain, modify or remove.

#### *School Travel*

High volumes of traffic frequently affect the roads where schools are situated, meaning parents are unlikely to be happy with their child walking or cycling to school. This contributes to a dependence on the car for the school run, leading to a key missed opportunity to increase the amount of exercise children undertake, and to embed active travel behaviour from an early age. Watford is in line with the national average, in that 20% of Year 6 pupils are classified as obese<sup>42</sup>.

**Survey Result:** fewer than 40% of respondents said Watford was a place where they were happy for their children to walk to school and less than 20% were happy for them to cycle

One potential way of reducing school traffic is to implement School Streets. These prohibit all school and through traffic from driving down a street where a school is located, during pick-up and drop-off periods. This can be enforced either by temporary barriers or cameras. This approach has been widely adopted in Scotland and London, with evidence suggesting that it reduces overall levels of traffic and leads to increased active travel to schools<sup>43</sup>. It is not an approach that is appropriate for all schools and streets, and is subject to changes in legislation to support Local Authority enforcement. School Streets offer a potential new initiative in Watford to be considered within the school travel planning process. They should be seen as a measure within a wider toolkit of initiatives that will only be successful where a range of key criteria are met, including the school having a travel plan, with a strong record of encouraging active travel and engagement with Hertfordshire County Council's Active Travel Team, and the street network being appropriate. Where this is the case School Streets will be explored and, in conjunction with close engagement with staff, pupils and neighbours, could be trialled.

**Active Travel Action 4b:** Consider the potential for School Streets as part of the toolkit of school travel plan initiatives and identify whether there are opportunities to trial them. Monitor and evaluate their impact before deciding whether to retain, modify or remove.

#### *Active Travel Action 5: Welcoming Street Space*

The way the space on streets is used should be balanced between the needs of all users, including people walking, cycling, public transport users and motor vehicles. At present, the dominant use of space not being used by moving traffic, walking or cycling is that of car parking. Transport infrastructure, such as cycle parking, bike share bays, and electric vehicle charging is nearly always found on the footway, which creates clutter, narrowing the available space, with particularly negative impacts on people with visual impairments, in wheelchairs or pushing a child's buggy. However, given that driving and cycling takes place in the carriageway, these items will serve users better or equally well by being in the carriageway.

There are plenty of alternative ways in which the kerb could be used to make streets more attractive places, where this is desired by local residents and businesses. Parklets are one such use, whereby kerbside space is used to create community areas, designed by local residents or businesses, with items such as benches, plants or art. These can serve as a resting or meeting point, a space for outdoor eating or dining or other community use, improving the quality of the street for all. Parklets are most successful where the local community is involved in the design, allowing them to identify the elements

they would most like to see in their neighbourhood. Other uses of the kerb could be: cycle hangars, car club spaces, electric vehicle charging, standard cycle parking, or bike share bays.

This approach creates an opportunity to add plants to Watford’s neighbourhoods, making them greener, and bringing a wide range of benefits, including making streets more visually attractive, increasing biodiversity, offering shade or shelter, improving air quality, reducing stress and improving mental health<sup>44</sup>. To address concerns about the loss of parking in densely populated areas, measures will initially be investigated in areas with less demand for on street parking. Vehicles parked on the footway also add an obstacle to people walking, particularly those with a disability. The Department for Transport in 2020 consulted on the management of pavement parking to which Hertfordshire County Council’s response was to support legislation for a national ban on footway parking.

**Active Travel Action 5a:** Encourage community-led pilots of parklets to be trialled where there is local interest, space and community support. Where appropriate, locate cycle parking, bike share bays and electric vehicle charging on the carriageway, whilst working to reduce pavement parking.

## Amir’s travel story

18 year old student at Westfield Community College

### Currently...

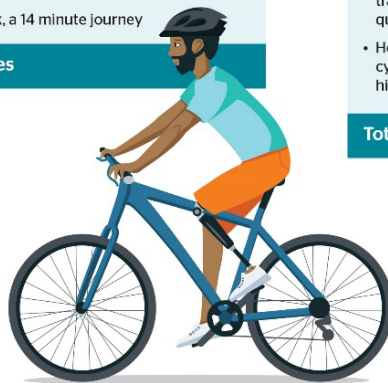
- Amir lives with his parents in Oxhey
- He walks to college, which takes 30 minutes, or his parents give him a lift when it's raining
- After college he takes the bus into town where he works part time at Primark. It takes 22 minutes
- He has a bus pass which costs £49 per month
- The bus is usually full by the time he gets on, meaning he has to stand for the whole journey
- He then takes the bus home from work, a 14 minute journey

**Total daily travel time: 66 minutes**

### In the future...

- There is now a bike-hire bay near Amir’s home. He gets reward points when he cycles through the app he uses to book the bike, and spends the points on coffee when he meets his friends. He no longer needs his parents to drive him around
- Amir now jumps on a hire bike on the way to college, taking 12 minutes
- He has stopped buying a bus pass, and buys minute bundles for the bike hire service
- For the journey between college and work, he takes the new public transport service on the former MLX line (10 minute journey), which is quicker and more comfortable than taking the bus
- He usually cycles home after work as he now feels safe using the improved cycle lanes, a 9 minute journey, leaving the bike in a docking station near his house

**Total daily travel time: 31 minutes      Saving: 35 minutes**



## Longer Journeys

For longer journeys, particularly those in and out of the borough, active travel will not always be feasible. To maintain and enhance the position of Watford as a place people visit for work, shopping and leisure, it is important that travel in and out of the borough is easy and efficient. Currently around three quarters of trips into Watford are by private motor car, but this creates pollution, congestion and roads that are difficult to cross. Alternatives to driving must therefore be provided that enhance and make best use of Watford’s existing public transport network, as well as offering entirely new journey choices. More widely available, affordable public transport was the most common request amongst all respondents to the draft strategy consultation.

**Average speeds on many roads in Watford are less than 10mph in the morning**

### Longer Journeys Action 1: Prioritising Buses

#### Improved Journey Times

Watford has bus connections to the north-western area of London, St Albans, Hemel Hempstead and other towns within Hertfordshire. There are good connections between some of the bus and rail networks in the borough. Most residents live within walking distance of a bus stop. Despite this potential, usage of buses is low. Key reasons for low bus usage provided by the Watford Travel Survey included: low frequency, insufficient route coverage, speed and cost. Improving bus infrastructure will help enhance the experience of bus passengers, alleviating delays and improving reliability and thus encourage more people to use them. Key hotspots that delay buses in Watford have been identified in conjunction with local bus operators as part of the Hertfordshire County Council Bus Intalink Partnership. The Intalink Partnership has identified potential measures at some of these hotspots to reduce bus delay, and they have been incorporated in the Hertfordshire County Council *Bus Service Improvement Plan*. The location of these key bus routes for priority schemes are shown in blue in Figure 13. Funding is available to start delivering improvements on these routes, and preferred schemes will be developed via collaborative working between Hertfordshire County Council and Watford Borough Council.

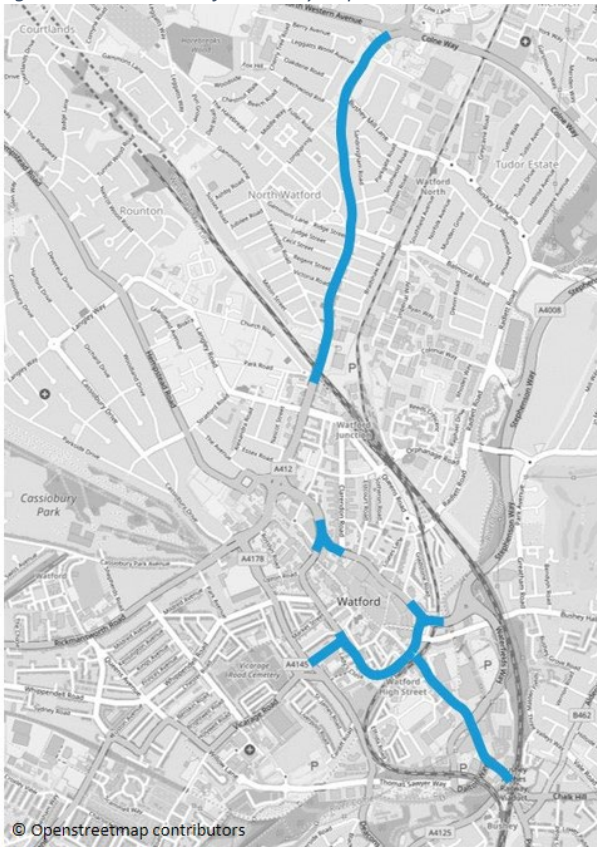
**Fewer than 5% of Watford residents commute to work by bus<sup>16</sup>**

Improvements could include installing new sections of bus lane and giving buses priority at signals. Delivering these types of improvements is key to reducing delays for buses in Watford. These routes overlap with priority routes for cycling, and any bus improvements will need to align with these proposals. Additional routes for improvement will be considered subsequent to these key hotspots.

**Survey Result:** Frequency, route coverage and speed were the top three reasons people didn’t use the bus more



Figure 13: Bus Routes for Priority Improvements



**Longer Journeys Action 1a:** New bus-priority measures will be developed on key corridors to reduce delays to buses at delay hotspots. Balance will be sought between the needs of buses and cycling, respecting the travel hierarchy.

*Better Bus Stops*

In addition to making bus journeys quicker, it is important to make getting on and off buses as easy as possible. Bus stops across the borough have been identified where improvements can be made relatively easily to improve accessibility for all users by improving the footways or other facilities at the bus stop. These proposals include measures to ensure that the bus stop is kept clear, or moving stops from lay-bys to on-street stops, creating ‘bus boarders’ so that buses can easily approach and leave the stop. These bus boarders:

- Reduce overall time spent at the bus stop
- Create additional footway space for passengers to wait
- Improve bus reliability by keeping the position of buses in the traffic stream
- Discourage parking or loading in bus stops
- Significantly benefit mobility-impaired passengers by reducing the likelihood of needing to step into the road<sup>45</sup>

More live journey-time information boards will be installed, so that passengers know how long they have to wait for the next bus. Twenty bus stops have already had such improvements delivered, with another twenty planned over 2022.

**Longer Journeys Action 1b:** Improvements to bus stops will be delivered to improve accessibility and ensure buses can easily approach and depart from stops.



### Improved Ticketing

A core objective of the *Bus Service Improvement Plan* is to make fares easier to understand and provide confidence to passengers that they will be charged the best value amount. Cashless fares and technology development offer a major opportunity to move towards more integrated ticketing. By using technology passengers can automatically be charged the cheapest fare, including when interchanging between modes, without a need for paper tickets, making for a simpler, better value experience. A phased approach to improving ticketing has been identified in the *Bus Service Improvement Plan* to move from the current system, that contains some 'smart' ticketing aspects, to a fully integrated multi-modal model.

**Longer Journeys Action 1c:** Encourage the enhancement of bus ticket options, moving towards an integrated, multi-modal offer that utilises contactless and smartphone technology, whilst remaining accessible to all.

### Accessible Bus Services

Some bus services remain difficult for some potential passenger to use, with a range of further steps required to make bus services truly accessible to all. Steps identified in the *Bus Service Improvement Plan* include:

- Disability awareness training for drivers
- Investigating internal changes, for example twin wheelchair spaces, to see if they can be installed locally and retrospectively
- A standard for clear/legible destination blinds
- All bus information to be made available in large print/Braille/other languages (all on request, but ensure it is widely advertised and publicised)

These will be progressed via bus capacity funding and a full bus accessibility strategy will be developed.

**Longer Journeys Action 1d:** Support investment in measures to make bus services more accessible and inclusive.



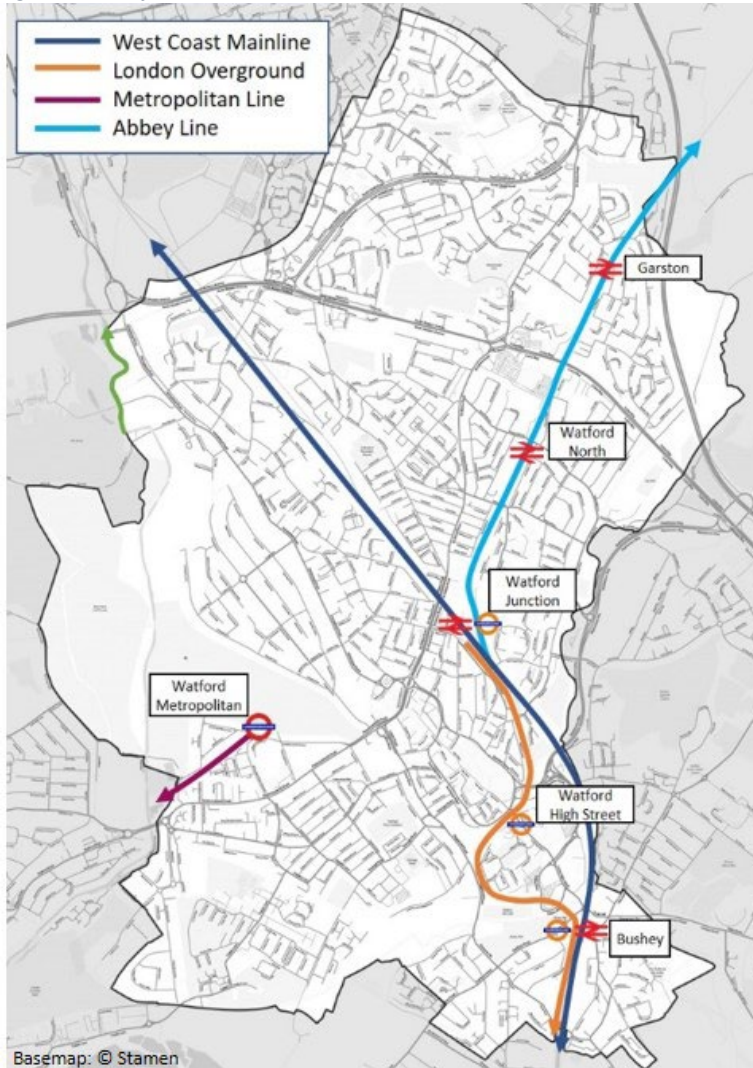
### Longer Journeys Action 2: Rail Enhancements

Watford benefits from good rail connections, with frequent, direct connections to London, the Midlands and further north. Six rail stations within the borough serve the West Coast Main Line, London Underground and Overground, and the Abbey Line. Stations on the West Coast Main Line or connected to the Transport for London network were well used prior to the impact of COVID-19, with over eight million people entering and exiting Watford Junction a year, and more than one million

each at Watford High Street, Watford Metropolitan and Bushey Stations. With rail offering a fast and sustainable transport offer for journeys, it is important that its role in the transport make-up of Watford is maintained and enhanced. Rail routes and stations are shown in Figure 14.

**26% of trips out of Watford are made by rail<sup>4</sup>**

Figure 14: Watford Rail Network



*Sustainable First and Last Miles*

If as many people as possible are going to use the rail network, it must be easy to get to and from the stations in Watford. This means ensuring that stations are attractive places to walk or cycle to, appropriate facilities are provided to store cycles, and that they are linked to the bus network with conveniently located bus stops. An audit of all stations in Watford has been completed, identifying the elements that could be enhanced at each station. Central to these are:

- Footway improvements on approach roads and crossings
- Enhanced cycle route provision, with formal cycle routes linking to the proposed *Local Cycle and Walking Infrastructure Plan* network where stations are not directly adjacent
- Increased and improved cycle parking
- Additional bike share bays

- Electric vehicle charging
- Disabled parking bays
- Bus stop relocation and provision of real-time information at stops
- 20mph zones around stations

Many of these measures could be classified as 'quick wins' and thus delivered in the short term. In the longer term, consideration could be given to improving bus connections, particularly increasing frequencies of services during peak periods; integration with other modes of travel is a key aim of the *Bus Service Improvement Plan*.

**Longer Journeys Action 2a:** Improve sustainable transport infrastructure at and on the approach to stations to support sustainable first/last mile trips and encourage rail usage.

#### *Accessible Stations*

Everyone should have equal access to the rail network, however, not all stations were built to be fully accessible. Only Watford Junction, Watford North and Garston have fully step-free access, but they lack some other elements that aid accessibility. Improvements are therefore required to make all stations in Watford fully accessible. Whilst some of these measures are relatively simple, such as coloured handrails on staircases or coloured, tactile paving on platforms, providing step-free access throughout is significantly more complicated. Delivery of this action will not be Watford Borough Council or Hertfordshire County Council's responsibility, with collaboration, support and lobbying required with train operating companies, the Department for Transport and the potential new public body, Great British Railways, to make the case for prioritising these improvements in Watford.

**Longer Journeys Action 2b:** Support and lobby for improvements to the accessibility of stations in Watford, through delivering both minor and major improvements to make all stations fully accessible.

#### *Safe, Comfortable, Easy-to-use Stations*

Rail stations should provide places that feel safe for all users, as well as offering a pleasant customer experience. This means ensuring they provide a welcoming environment, including features such as cover from inclement weather, places to sit, and making journey information required readily available, with real-time information boards the standard for this. The station audit that was undertaken in the development of this strategy identified a range of facilities that could be added to the stations in Watford to make them more attractive for users. These include missing features such as:

- CCTV
- Refurbished shelters
- Real-time passenger-information screens

As with accessibility improvements, the installation of these will be dependent on close working with those who operate and manage the stations.

**Longer Journeys Action 2c:** Lobby for and support the enhancement of the quality of rail stations to make them as safe, comfortable and easy to use as possible.

### *The Abbey Line*

The Abbey Line is a 6.5-mile local railway line running from Watford Junction to St Albans Abbey with five intermediate stations, including Watford North and Garston in Watford. As it is single track, service frequencies are currently limited to every 45 minutes. It provides a useful link for residents into Watford town centre, as well to connect to onward bus and rail services from Watford Junction (for example, to reach Watford General Hospital), plus serving major events, such as Watford Football Club matches and trips to St Albans.

#### **475,000 trips on the Abbey Line in 2019**

To encourage greater use of the Abbey Line, as well as completing the station improvements in the actions above, passenger surveys suggest that frequency and reliability improvements are key. This aligns with Hertfordshire County Council's *Rail Strategy* aspirations to have a higher-frequency service departing at consistent, regular intervals. Later-running services are a further ambition for the line. As delivery of this action will not be Watford Borough Council or Hertfordshire County Council's responsibility, work will focus on supporting and lobbying the relevant organisations for these improvements.

### *Watford Junction*

Watford Junction is a major regional transport hub, with a mixture of local and regional rail services. In addition, it acts as a major bus and coach stop, plus pick-up point for shuttle services to the Warner Bros. Studio. Watford Borough Council and Hertfordshire County Council support the redevelopment of the area around the station, and substantial improvements to Watford Junction to ensure that the infrastructure is appropriate to its regional importance, and allowing it to function as a true multi-modal hub. These proposals include:

- New pedestrian/cycle bridges over the railway lines
- An upgraded bus station
- Integrating bus, rail, cycle, taxi, coach and future public transport with the rail station
- Relocated car parking provision (including in a new transport hub to the east of the station)

#### **Over 8 million passengers at Watford Junction in 2019<sup>46</sup>**

Delivering these will make Watford Junction a key focal point for sustainable travel, allowing people to easily switch between modes, as well as complete the first and last mile of their journey by means other than private car. Delivery of the comprehensive redevelopment of Watford Junction will not be a Hertfordshire County Council or Watford Borough Council responsibility, but both councils will support, lobby and use appropriate planning powers.

**Longer Journeys Action 2e:** Ensure the development of Watford Junction as sustainable mobility transport hub as part of the wider redevelopment of the station and its environments.

In addition to improvements to the station, Hertfordshire County Council's *Rail Strategy* highlights ambitions for further extensive rail connections from Watford Junction, especially on inter-city services, both improving existing frequencies and adding new routes. This increase in service provision

will help encourage people to travel by train to and from Watford for trips across the region and beyond, for all journey purposes.

**Longer Journeys Action 2f:** Encourage increased service provision for Watford Junction on local, regional and national routes, including airport connections.

## Sean and Esha's travel story

Early 30s commuters living in Stanborough Park, North Watford

### Currently...

- Esha works in central London and Sean works for the NHS and is based in Watford town centre.
- The couple have a car which Sean parks at the Town Hall after dropping Esha off at Watford Junction station for her train into central London.
- They have a parking ticket for the Town Hall, and Esha pays for a monthly train ticket.
- Sean hates sitting in traffic every morning, which means they set off earlier to ensure they catch Esha's train.
- Sean knows the NHS is encouraging its staff to travel into work sustainably to help reduce parking issues and the borough's environmental impact, but he can't see how else their commutes would work. He would be open to cycling but doesn't have anywhere to store his bike in their flat.

### Monthly travel costs:

Parking pass for Watford Town Hall: £110  
 Car running costs (inc. petrol): £150  
 Train tickets from Watford to London: £325  
**Total: £585**



### In the future...

- Sean applies for a bicycle hanger to be placed on their street, giving him somewhere safe and easy to store his bike.
- Esha has switched to working from home three days a week, and uses a flexible rail ticket for her journey into London.
- Sean now cycles to the Town Hall using new segregated cycle lanes which also give him priority at junctions. He makes his other regular journeys by bike due to the improved cycle infrastructure across town.
- He no longer buys a parking ticket for the Town Hall, saving him money each month.
- Esha walks or uses a Beryl Bike to travel to Garston Station where she takes the new more frequent trains on the Abbey Line. Her journey time is similar to when they drove and more reliable due to not getting stuck in traffic.
- They decide to sell their car, which grants them mobility credits which they use to join the local car club. This means they still have access to a car when they need one.

### Monthly travel costs:

Bike Hanger: £6  
 Bike running costs: £5  
 Beryl Bike costs: £10  
 Public transport (Abbey Line) costs (£4 x 8 days): £32  
 Typical spend on Car Club service: £50  
 Flexible train ticket from Watford to London £144  
**Total: £247      Saving: £338**

## Longer Journeys Action 3: Enhanced Public Transport

### Watford to Croxley Link

The former Croxley Rail Line is safeguarded within the *Local Plan* for use as a transport corridor and is expected to be transformed into a public transport route, potentially with parallel cycling and walking infrastructure. This will provide a significantly enhanced connection between the town centre, West Watford and Croxley that also links to the London Underground network.

**Longer Journeys Action 3a:** Identify and deliver a public transport system that makes use of the former Croxley Rail Line.

### Hertfordshire Essex Rapid Transit

The proposed [Hertfordshire Essex Rapid Transit](#) (HERT) will improve the passenger transport network across the region through providing an accessible, reliable and affordable east-west system. It will have the potential to carry people in greater numbers than equivalent roads, and provide more convenience and reliability than a traditional bus service. HERT will have a public transport link to Watford via St Albans making use of the Abbey Line corridor and potential onward connections to West Watford via the Watford to Croxley link. This will provide connections from Watford to St Albans, Hemel Hempstead and further east in the county and onwards to Essex. Such a system will be transformative with respect to east-west connections in the county, benefiting both Watford residents and those visiting and working in the borough. HERT is a long-term project, with many aspects still to

be developed. Watford Borough Council will seek to protect corridors for links to the system and aim to ensure key infrastructure hubs like Watford Junction are advanced in such a manner as to incorporate connections to HERT.

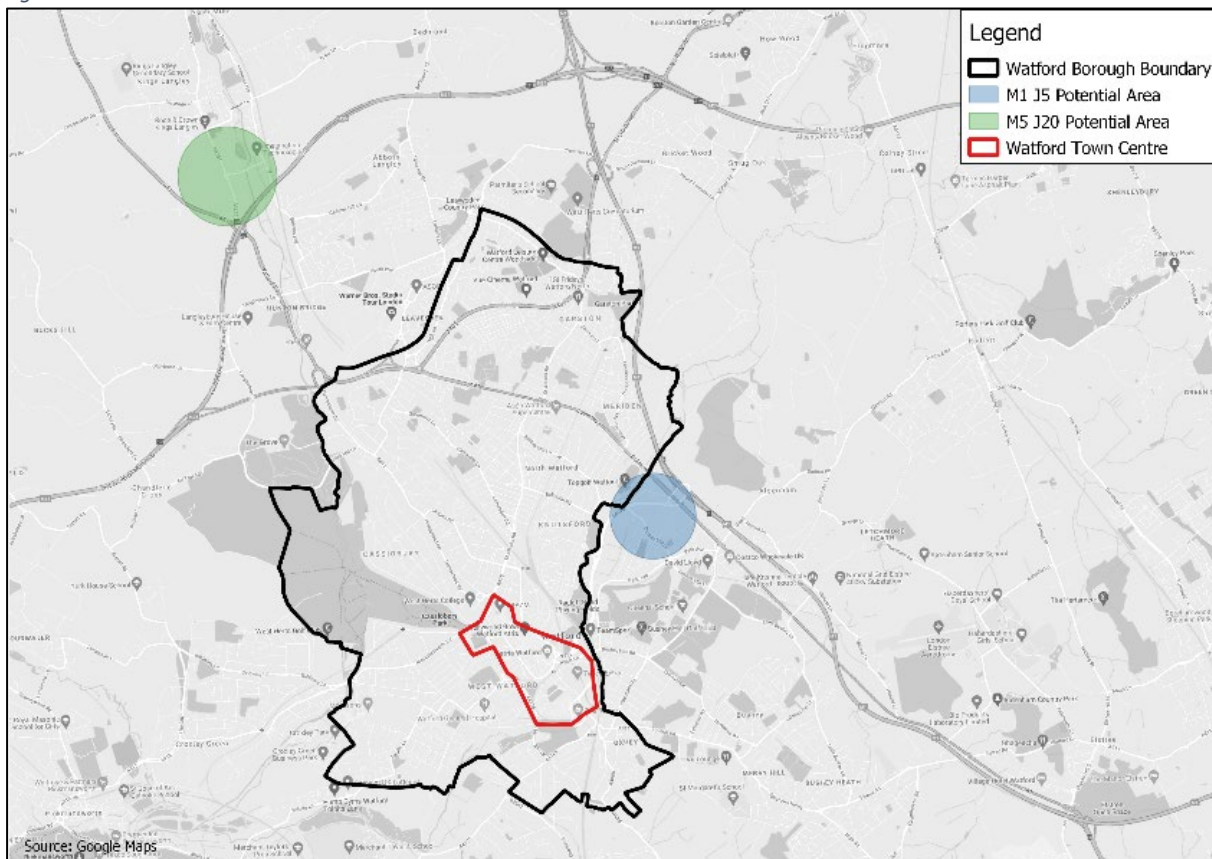
**Longer Journeys Action 3b:** Support the development of a potential HERT connection to Watford.

Longer Journeys Action 4: Park and Ride

Not all trips into Watford will come from locations on either a rail or bus route. This means these people will choose to drive if they are visiting Watford. Park and Ride provides a means to encourage people to leave their cars outside of the town centre and complete the final part of their journey by public transport. Park and Ride has the potential to significantly reduce the number of trips, and therefore congestion, in Watford. In addition, if introduced, it will reduce the demand for car parking in the town centre, freeing up space for other uses. Hertfordshire’s Growth and Transport Plan identifies two areas for potential Park and Ride for Watford to the north and east, with further examination required to identify viable sites.

**74% of commuting trips into Watford are by car<sup>16</sup>**

Figure 15: Potential Park and Ride Areas



Sites would require proximity to motorways to ensure they are easily accessible by car, as well as offering the potential to support trips for local areas. Alignment with the existing rail network could create a transport hub for the area, with the potential for people to travel by rail, as well as by bus. Access to the Warner Bros. Studio Tour could also be facilitated from an appropriate location. In addition, the sites could also serve wider sustainable transport uses to benefit those who live nearby.

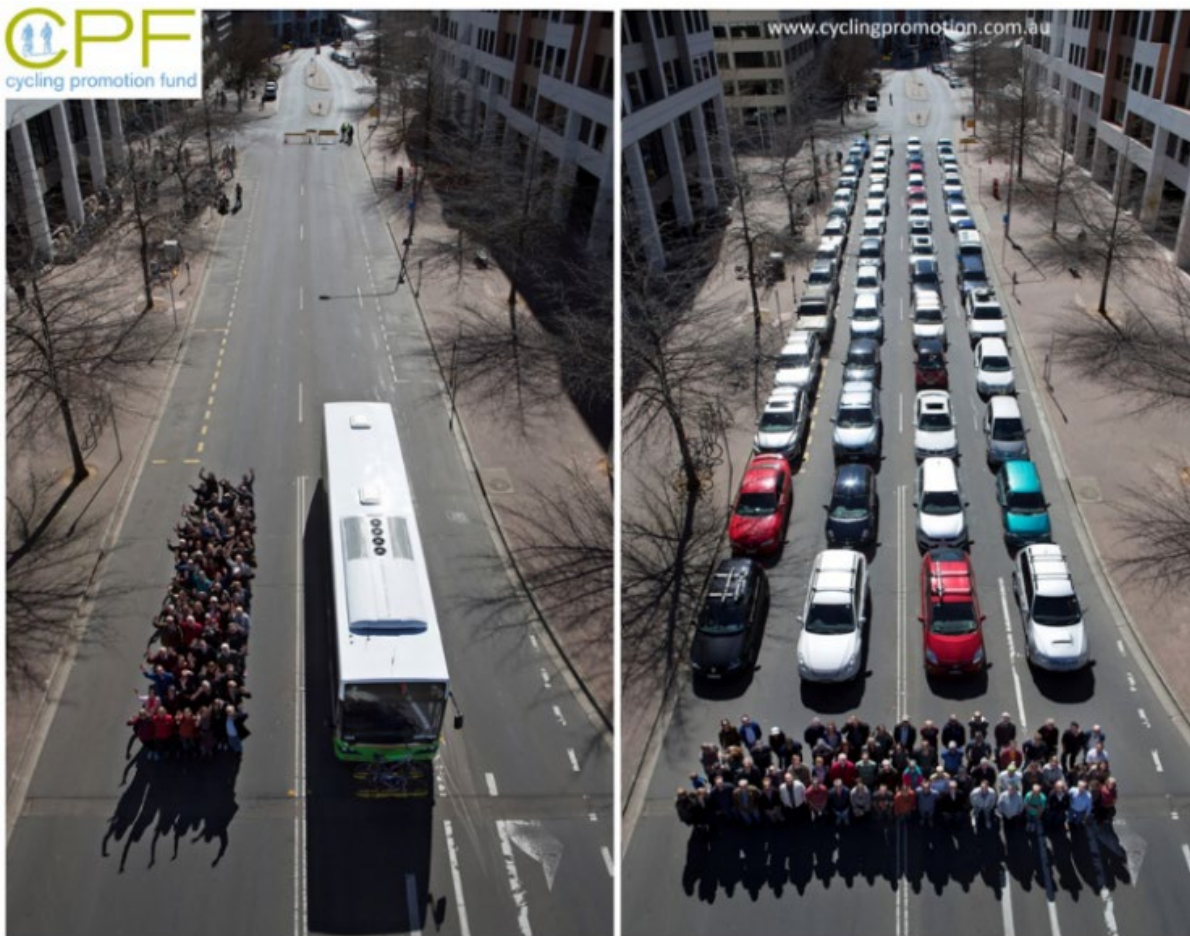
These could include facilities such as rapid electric vehicle charging, cycle parking and maintenance, or car club spaces.

Initial analysis of potential trips suggests that Park and Ride could be viable and well used when combined with the implementation of other measures within this strategy to promote sustainable transport. The cost of the Park and Ride would need to be much lower than parking within the town centre.

Significant work is required to establish the feasibility and viability of Park and Ride options, both with respect to the siting of the parking element and the necessary supporting measures. Currently, no specific sites have been identified for the parking. Following the adoption of the strategy, more detailed work will be initiated. This will include an assessment of environmental and land constraints, scheme impacts and the development of a business case. There will need to be close liaison with neighbouring councils, who would have to host the parking element, and may experience changed traffic patterns as a result. This strategy action is medium to long term and its progression is dependent on the ongoing feasibility work and business case development.

**Longer Journeys Action 4a:** Investigate further the feasibility of park and ride near Junction 20 of the M25 and Junction 5 of the M1, engaging with neighbouring councils and their communities.

Figure 16: Comparison of road space requirement<sup>47</sup>



## Alternatives to Car Ownership

Clearly there is a strong link between car ownership and the number of trips people make by car. If people are to have fewer or no cars in their household, they must be confident that they will be able to complete the journeys they need to make by other modes. Where people must drive, the aim should be that this is in the greenest form of car possible.

### Alternatives to Car Ownership Action 1: New Car Club

Car clubs offer an opportunity for residents and businesses to have easy and affordable access to a car without the requirement to own one. Car club members book a conveniently located car and borrow it for specified amount of time, generally a few hours, or up to a day. Car clubs bring wider benefits to members and Local Authorities<sup>48</sup>:

- On average, car club members reduce their car usage by 9% per week and increase the number of trips they walk or cycle after joining
- Each car club vehicle introduced results, on average, in nine private cars being given up by their owners
- Over 31,000 privately owned vehicles are no longer on the road in England and Wales as a result of car club membership
- Over one third of car club members report they joined a car club instead of buying a car
- Car clubs can offer significant financial savings over ownership, 20% of members in England and Wales state they joined due to being unable to afford a car
- Due to use of new and Ultra Low Emission Vehicles, car club vehicles emit an average of 40% less carbon from tailpipe emissions compared to the average car

Watford has had a small car club offer based at the Town Hall and analysis indicates there is significant potential for a much larger car club in the borough. Many of the key criteria of successful car clubs are found in Watford, including:

- High car ownership
- High population density
- Public transport connections for commuting trips
- Distances that can be walked or cycled between homes and local high streets or the town centre

In addition, the *Local Plan* requires developments in central Watford to be car-lite, meaning they have limited car parking, and includes a requirement from the developer to implement car club proposals. Car club vehicles need to be kept in a visible and convenient locations, with sufficient vehicle to provide confidence to members that one will be available within walking distance. A new expanded car club for Watford will be created, with cars distributed to match these requirements. Where possible, car club spaces will be prioritised in local car parks or other available space.

**Alternatives to Car Ownership Action 1a:** Create a new, expanded car club for Watford, utilising local car parks and other available space. Seek to link this offer with private developers' propositions.

### Alternatives to Car Ownership Action 2: Taxis

Taxis and private-hire vehicles (referred to as the taxi fleet from herein) can, if managed appropriately, form a key part of a sustainable transport network. As with car club vehicles, they can offer residents and businesses the opportunity to complete journeys by car that could not easily be completed by



other modes without the need to own a car. The taxi fleet can offer a level of accessibility to all that cannot easily be matched by other modes, and often provides vital transport for the elderly, vulnerable and those with a disability.

However, an excess of supply, the use of older vehicles, excessive idling, and circulating vehicles could undermine the sustainability of the fleet and thus the overall transport network in Watford. A sustainable transport network should include a taxi fleet that is environmentally friendly, has well-trained drivers who continue to provide a high-quality service and is accessible to all.

#### Licensed taxi fleet of around 340 vehicles in Watford

In order to create the type of taxi fleet that meets the strategy objectives, it will be necessary to incentivise the behaviours and vehicle types desired. Reductions in licence fees are currently offered for those driving electric or low-emission taxis in Watford. Further incentives could be considered, such as allowing green taxis only to utilise bus lanes and other bus-priority measures in the borough. In peak times this will likely provide significant journey-time advantages. This permission could be limited to drivers who have completed training to an appropriate standard. A similar approach could be endorsed to allow vehicles meeting the necessary standards access to areas where private vehicles are not generally permitted (but where bus and non-motorised vehicles are), or to access car parks for free to provide easy pick-up and drop-off.

**Alternatives to Car Ownership Action 2a:** Reduced licence costs for taxis and private-hire vehicles for zero emission vehicles and explore approaches to give priority access to bus lanes and other areas to green taxi-fleet vehicles.

High levels of parking pressure mean it is not always easy to pick up and drop off passengers in many areas of the borough. This could be alleviated through the implementation of taxi 'hotspots', which would take the form of one or two designated bays (which could, in addition, be for electric vehicle charging bays or car club vehicles) that could be used for pick-up and drop-off, but not waiting. These could tie in with locations where other transport provision is provided, contributing to local transport hubs. The expectation would be that such 'hotspots' would be located at strategic locations around the borough, within easy walking distance of community destinations or residential areas. Passengers would know that these were a place that they could easily get a taxi, with call-points included at the locations, but without the negative impacts related to idling vehicles caused by taxi ranks.

**Alternatives to Car Ownership Action 2b:** Investigate options to develop designated taxi hotspots at key locations around the borough.

To support drivers, and make for improved working conditions, a community facility could provide driver rest facilities. This could likely make use of an existing community location and would need to be strategically located to match where drivers are likely to be picking up or dropping off passengers, potentially tied in with a 'hotspot' location, and could also serve coach drivers.

**Alternatives to Car Ownership Action 2c:** Investigate options for a taxi-driver rest facility at an existing community location.

#### Alternatives to Car Ownership Action 3: Electric Vehicle Charging

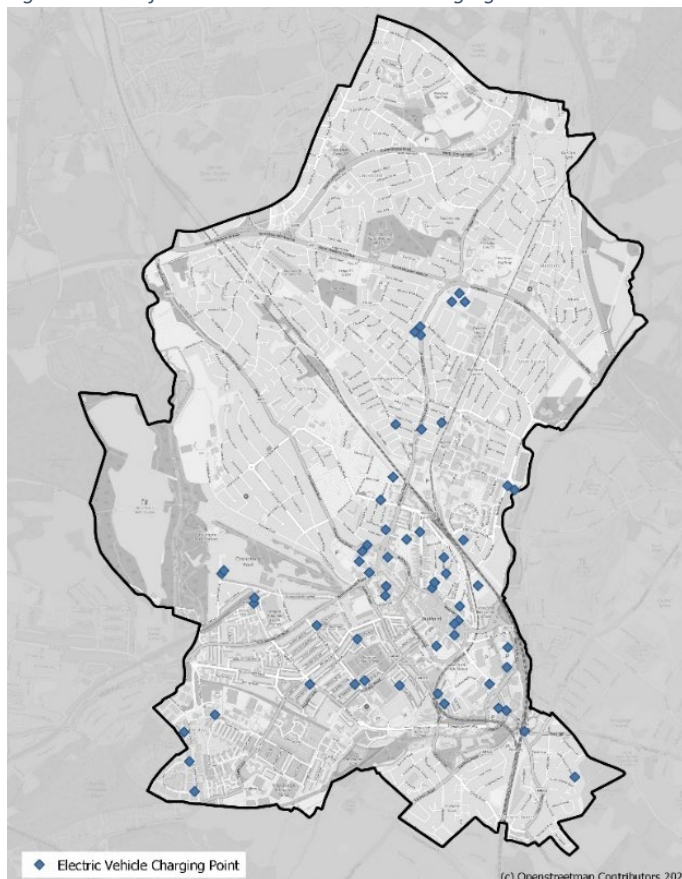
Whilst a stated objective of this strategy is to reduce the number of car trips in the borough, it is accepted that many residents will wish to continue to own a car. Therefore, support should be provided to enable as many of these cars as possible to be electric, which offer the advantage over

conventional petrol or diesel vehicles of not producing tailpipe emissions, thus reducing their negative impact on local air quality, compared to combustion engines. However, it should be recognised that they still have many of the drawbacks of standard vehicles, including emissions of pollutants from tyres and braking systems, encouraging inactive lifestyles and causing congestion and road-safety issues. Their contribution to reducing greenhouse gas emissions is dependent on whether the electricity used to charge the vehicles is from a green source. The production of the new cars, especially their batteries, is not carbon neutral and can have significant negative environmental impacts. Therefore, simply switching all the cars currently on Watford’s roads to be electric will not solve many of the key issues for the borough or be the most effective approach to tackling climate change.

**5,600 ultra low emission vehicles in Watford<sup>49</sup>**

To date, much provision of electric vehicle charging infrastructure in Watford has been focused on providing charging units near people’s homes, through on-street charging sites, with associated designated parking bays. As of the start of 2022, over 40 publicly available electric vehicle charging points have been installed in the borough, which are shown in Figure 17. Further charging infrastructure is also be available inside private developments.

Figure 17: Watford Public Electric vehicle Charging Points<sup>50</sup>



However, prioritising electric vehicle charging, both in terms of investment and use of road spaces, does not align with the transport hierarchy. With the phasing out of the sale of petrol and diesel cars by 2030, and the amount of housing in the borough without off-street parking, it will not be feasible to meet demand for all charging via on-street units. It should be expected that technology related to vehicle charging will continue to develop, with the speed of fast-charging units increasing. The

combination of these two factors means that the medium to longer-term priority is likely to be providing charging infrastructure at key destinations, such as public car parks. Watford Borough Council will work with Hertfordshire County Council to deliver fast charging in public car parks and other highway land assets, whilst encouraging private land owners with car parks, such as major retailers or business parks, to do the same in line with Hertfordshire County Council's Electric vehicle Charging Strategy. It will be a legal requirement for new building to have electric vehicle charging points from 2022, aligning with the *Local Plan* requirement for a combination of active and passive provision at all developments providing car parking.

**Alternatives to Car Ownership Action 3a:** Support the delivery of additional electric vehicle charging spaces, with an emphasis on provision of more off-street charging at people's destinations.

#### Alternatives to Car Ownership Action 4: Demand-Responsive Transport

A demand responsive transport scheme was launched in Watford in July 2020 to provide new bus services, particularly on routes that are not served by the existing network. The service does not follow a fixed route, but picks up and drops off from virtual stops, with users booking the trip they wish to make via a mobile-phone app. Demand Responsive Transport can make a strong contribution to providing a sustainable alternative to car trips, through offering a service with much of the flexibility of a taxi, but at lower costs, with greater environmental efficiency, given the larger number of people carried by a single vehicle.

The service to date has been significantly impacted by COVID-19. The immediate onus is therefore on monitoring and maximising usage in line with the possibilities allowed by COVID-19 restrictions. As this usage evolves, it will be possible to optimise the level of service provision to demand in Watford, with wider transport initiatives that encourage sustainable travel and bus priority making it an increasingly attractive service.

**Alternatives to Car Ownership Action 4a:** Encourage and monitor the use of the Demand Responsive Transport system, matching the service provided to the level of demand.

#### Alternatives to Car Ownership Action 5: Mobile Phone App

Watford's mobile phone app can play a key role in supporting all the above modes that provide alternatives to car ownership, as well as enabling people to make better use of the existing public transport network and encouraging active travel. It already provides extensive information to help people plan their journeys, including:

- Journey-planning information for all modes, detailing timings, durations, modes, related carbon emissions and calories expended
- Live bus-journey times
- Links to bike share and demand-responsive transport app booking
- Information on cycle parking, electric vehicle charging and car parking

**Survey Result:** fewer than 50% of people think there is enough information to help plan journeys in Watford

The provision of accurate transport information in a single place can significantly improve the quality of people's journeys, and raise awareness of new transport schemes and services. Being able to compare different journey options, including the carbon-emission and health implications of these, will help to encourage people to use more sustainable and healthier modes.

**Alternatives to Car Ownership Action 5a:** Continue to enhance transport elements of the Watford app to maximise the value it provides in supporting and encouraging sustainable transport choices. Monitor its use and promote or adapt it as appropriate.

Alternatives to Car Ownership Action 6: Mini Transport Hubs

Transport hubs bring together multiple modes in a single location, increasing their benefit compared to each operating separately. Allowing people to seamlessly change from one mode to another takes away a key disincentive of using public transport, that of the time spent and inconvenience caused by changing between modes. They encourage people to complete their entire journeys by public transport by offering options for the ‘first and last mile’, such that people can easily continue their journey. Having a visible transport hub in itself promotes the concept of using sustainable travel simply through boosting its visibility, and they can act as a key source of travel information for users.

Whilst traditionally transport hubs are large, and connect primarily long-distance modes, for example Watford Junction, they can play a valuable local role. As the number of shared and sustainable transport options increases in the borough, it will help existing users and attract new users if they are well integrated. The hubs could provide bike share bays, car club spaces, electric vehicle fast-charging, Demand Responsive Transport virtual stops, taxi hotspots and cycle parking in a single location, with a consistent branding across the borough so that people become familiar with the concept of finding their nearest mini-hub. Other services, such as parcel lockers and transport information, could offer additional benefits and draw more people to using sustainable transport.

**Alternatives to Car Ownership Action 6a:** Investigate and develop mini transport hubs that combine multiple sustainable and shared modes in strategic locations around the borough.

## Gareth, Annie and their kids, Sam (6) and Beth’s (2) travel story

Young family living in Knutsford

### Currently...

- Annie works at Watford Business Park, while Gareth volunteers as a Youth Worker in Watford town centre, and both drive to work
- They have two cars to manage childcare needs with commuting
- Sam attends Beechfield School which is slightly too far to walk to, so Gareth drives him to school before dropping Beth off at nursery. He then does the shopping or goes to the gym before his shift at work
- The family’s doctor has told them that Sam’s weight is higher than it should be for his age, and have recommended more daily exercise. His parents think cycling to school would help but they don’t feel comfortable with him being on the roads
- Annie would like to upgrade to an electric car but she worries about finding places to charge it when out and about
- The family often struggles to find a parking space outside their home despite there being a CPZ in place

### Monthly travel costs:

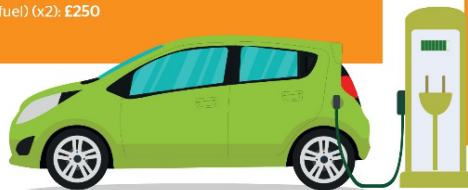
CPZ permits (x2): £6.70  
 Car running costs (inc. fuel) (x2): £250  
**Total: £256.70**

### In the future...

- Their neighbourhood is much quieter thanks to measures to reduce through traffic
- The family now feels comfortable making some journeys by cycling, including Sam’s journey to school
- Following a trial loan from the Council, Gareth bought a new cargo bike which he can use for taking Beth to nursery and carrying shopping. He also rides with Sam to school when he can
- Gareth has sold his car, and Annie has upgraded hers to a new electric model. She can charge it up at work as new charging points have been installed near her office
- Finding a parking space near their house is much easier now as they only have one car. There is also more cycle parking in convenient locations across the town, including spaces for cargo bikes, meaning they feel confident whenever they use it
- Sam’s doctor says the cycling is already having a positive impact on his weight and overall health.

### Monthly travel costs:

CPZ permits (x1): £2.10  
 Bike running costs: £5  
 Electric car lease (Nissan Leaf) : £200 + £1,800 initial cost  
 Electric car running costs (inc. electricity): £70  
**Total: £277.10 (+£1,800 initial cost)**



## The Town Centre

Many of the shops, employers, and leisure activities in Watford are found in the town centre. It is the destination of many trips by both residents and visitors to the borough. It is important that it is easy to travel to, from and around the town centre by active and sustainable means, to ensure it maintains its position as a vibrant and attractive economic centre. The current layout of the highway network largely works against the objectives of this strategy, with wide, multiple-lane roads creating intimidating places to walk or cycle, whilst offering minimal advantage to public transport options. The road system caters for many motor vehicle trips passing through at no benefit to Watford. Changes to this layout would allow the town centre to maintain its role as an important regional hub, rather than one that is overwhelmed by traffic and congestion.

**Around ¾ of trips into Watford are made by car<sup>16</sup>**

### Town Centre Action 1: Pedestrian and Cycling Access

The layout of the highway network around the town centre creates significant barriers to accessing the High Street and many other destinations around the centre of the town. The ring road effectively cuts off the High Street from the rest of the town, with people cycling and walking having limited safe crossing opportunities. Existing crossings generally do not encourage walking and cycling either, often requiring people to deviate from their preferred route, use an underpass, or experience an extended wait at traffic signals. Similar experiences can be found in crossing Rickmansworth Road to the north, or navigating Dalton Way to the south.

**Survey Result:** one in five respondents cited main roads being difficult to cross as a reason not to walk more

To make it easier to access the High Street and surrounding roads by foot or cycling will require both improvements to existing crossings and implementation of entirely new crossing opportunities. This process has been started, with recent improvements to the Clarendon Road / Beecham Grove junction crossing. The design of new crossings should be based upon the Healthy Streets principles discussed in Active Travel Action 1: New Cycle Routes and Improved Footways, as well as observing the transport hierarchy that prioritises people cycling and walking, therefore resulting in a change to the status quo that puts space for motor vehicles and minimising their journey times first in much of the current layout. These crossing improvements will tie in with the walking routes prioritised by the LCWIP, as well as new development in the town centre, for example, around the Town Hall, where a surface-level crossing of Rickmansworth Road will be investigated. Existing crossings, and those that could be improved or areas where new crossings could be explored are highlighted in Figure 18.



Figure 18: Potential Town Centre Crossing Improvements



**The Town Centre Action 1a:** Continue to improve pedestrian and cycle-crossing opportunities on main roads around the town centre.

**Town Centre Action 2: Prioritising Cycling and Public Transport**

The nature of the highways around the town centre not only means that they are difficult to cross for people walking and cycling, but the space on the carriageway is not distributed fairly between different modes. Buses and people cycling must mostly mix with general traffic. The space given to private vehicles, some of whom will be passing through the borough, does not reflect the transport hierarchy and it does not align with the needs of people who live and work in Watford.

**2,000 vehicles per hour on ring road in peak periods**

To address this vehicle domination, it will be necessary to consider reallocating some space to modes other than motor vehicles on the carriageways around the town centre, including the ring road and Dalton Way. This would allow bus journey times to be improved, and create environments where more people feel safe to cycle to and through the town centre. Such changes would improve opportunities for Watford residents to visit the town centre as more journey options are created. In addition, it will make Watford a more welcoming place for visitors, benefiting the many businesses and employers within the town centre. Initial proposals for bus priority have been developed by the Intalink Partnership and will be finalised, consulted on, and delivered in the short to medium term. However, in the long term, a more major rethinking of what these roads look like will be required, with implications for traffic throughout the area. This will be dependent on significant external funding. This would be a long-term project that will need to follow on from the initial bus priority

measures, improvements to pedestrian and cycle crossings, and provision of alternatives to car travel put forward in this strategy.

**The Town Centre Action 2a:** Develop the business case and long-term projects to reallocate space on the major carriageways for bus priority and cycle routes.

#### Town Centre Action 3: A Town Centre Sustainable Transport Hub

Public transport options within the town centre are not focused in any single location. Bus services terminate both on the ring road and High Street, whilst the main rail service access is found at the southern end of the High Street at Watford High Street station. This means it can be difficult for users to find a service they want, and interchange between services or modes will often require walking from one place to another. Having a single, centralised transport hub would help overcome these problems. This will make it easy to switch between modes, encourage people to complete the first and last mile by sustainable means (such as walking, cycling or bus), raise awareness of travel options, as well as offering a place where travel information can be found.

**Survey Result:** Public transport being quicker and more reliable was the most frequent response people gave that would make them use their car less

A travel hub could play a key role in encouraging new residents in the town centre and Colne Valley to make sustainable modes the default option for their trips. It could offer an opportunity to bring in new modes to the town centre, notably as a potential pick-up and drop-off point for coach trips, plus shuttle services to the Warner Bros. Studios. In the long term, the hub could have a further mode through being a key Watford Junction to Croxley link stop. As well as standard public transport modes, such a location could serve to provide for new and existing shared modes, including bike share bays, car club spaces and a demand responsive transport stop. A taxi hotspot could be integrated into this hub.

The ideal sustainable transport hub location would tie in with Watford High Street station, offering easy interchange between rail and other modes. It would help bring a greater focus to the southern end of the High Street and link with the aspiration for reducing the number of motor vehicles on the High Street.

**The Town Centre Action 3a:** Explore options for a sustainable transport hub within the town centre, preferably adjacent to Watford High Street station.

#### Town Centre Action 4: A People Friendly High Street

The High Street is a key local and regional destination and, as such, its urban realm should reflect its role, primarily as a place for people to visit, not a movement corridor. The improvements that have been made to the High Street over recent years reflect this, with sustainable and active modes being prioritised and encouraging the dwell time of residents. The measures first introduced to maintain social distancing, as a response to the COVID-19 pandemic, have further contributed to reducing the number of vehicles on the High Street whilst creating a safer, more attractive space for people walking and cycling. Given the active travel benefits brought by these measures, further opportunities to improve the feel of the High Street and adjacent streets will be pursued, including making permanent the changes first implemented as part of the COVID-19 emergency response. Longer term, a fully pedestrianised High Street could be envisaged, with access for deliveries and servicing maintained during appropriate time periods, diverted buses benefiting from the new measures implemented on

the ring road and alternative stop facilities at a sustainable transport hub (as highlighted in the previous section). Taxi provision would be made at nearby locations, with enhanced walking routes from these to the High Street. When considering these changes, the potential impact on disabled residents, employees and visitors will be assessed in developing proposals, ensuring that access is maintained for all.

**The Town Centre Action 4a:** Continue to enhance the urban realm of the High Street and remove motor traffic where possible to create an environment that is as pleasant as possible to spend time in.

#### Town Centre Action 5: A Sustainable Transport Corridor

The High Street and Lower High Street provide a north-south spine through the town centre, linking with Bushey Station. Analysis suggests there are opportunities to restrict traffic and provide greater priority for people who walk, cycle and use buses for this corridor. The area around Lower High Street is earmarked for development in Watford's *Local Plan*, with new homes and businesses. To the south, Bushey Station provides access to the mainline rail network that is more convenient than Watford Junction in this area of the town. However, Dalton Way is dominated by motor traffic, making walking and cycling through this area unpleasant and difficult. There is an opportunity to create a sustainable transport corridor stretching from the Town Hall to Bushey Arches, through combining many of the improvements already discussed within this strategy, notably:

- The High Street being largely or completely free of motor traffic
- An improved crossing of Exchange Road between High Street and Lower High Street
- Walking and cycling improvements along the length of Lower High Street
- Reallocation of space to bus and cycle use around Dalton Way

The combination of these measures would put a strong emphasis on using sustainable transport modes for journeys between the High Street and Bushey Station. They would link into several other improvements, including key cycling routes either identified by the *Local Cycling and Walking Infrastructure Plan* (LCWIP), or existing routes, such as the Ebury Way. This would help ensure that new residents in the area have viable alternative options to using cars for travel within Watford so that new car trips are minimised.

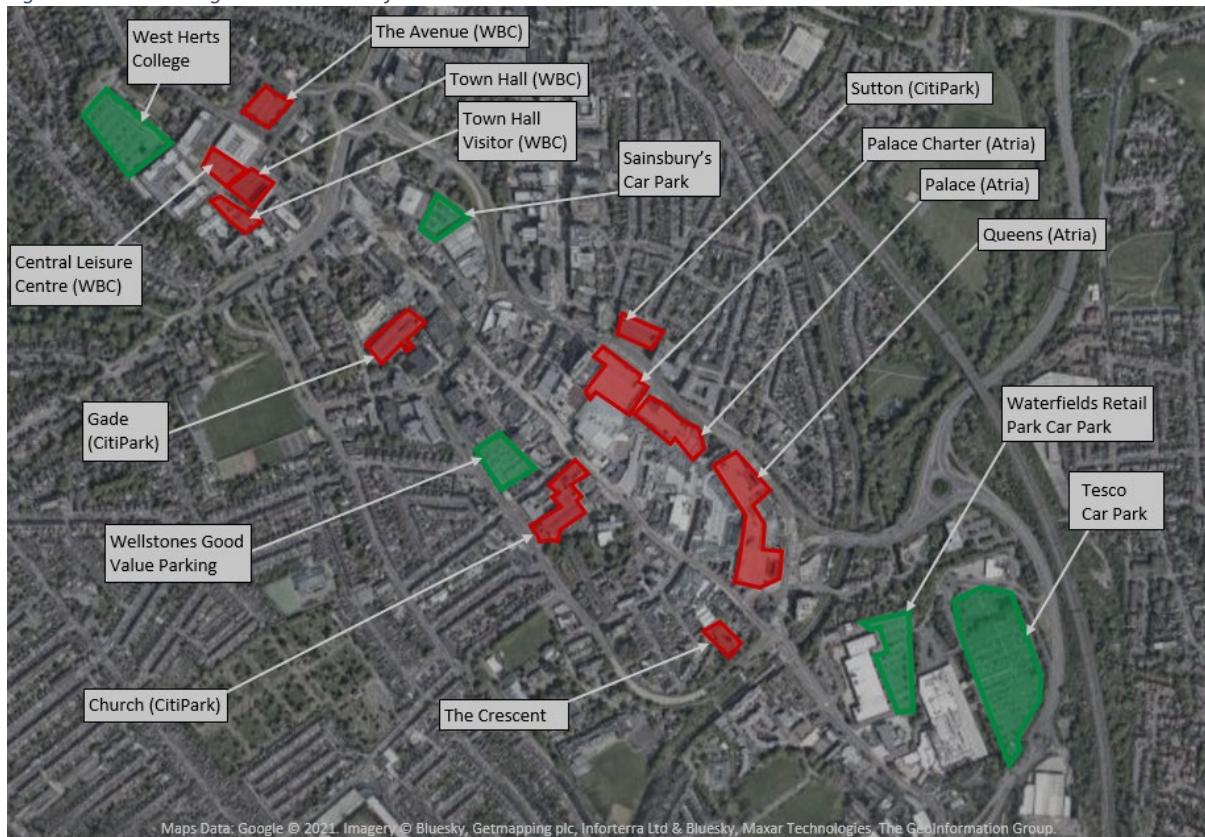
**The Town Centre Action 5a:** Develop the business case and a longer-term project to create a sustainable transport corridor between the High Street and Bushey Station.

#### Town Centre Action 6: Car Parks

The availability and cost of car parking is a key factor in influencing people's decisions on whether to drive a journey or choose an alternative mode. Off-street car parking provision in Watford is extensive, with around 5,000 publicly accessible spaces available, in addition to private car parking provided by businesses for employees or other uses. This volume of car parking occupies a significant amount of land within the town centre, as illustrated in Figure 19.



Figure 19: Car Parking Provision in Watford Town Centre



This provision of car parking would appear to be higher than many urban areas around the country, with a ratio of around 44 town-centre spaces per 1,000 people in the borough being double many other places, for example, Lincoln has only 22 spaces per 1,000 people. This high availability of spaces encourages people to drive into the town centre, rather than use other modes, contributing to overall congestion. To gain a full picture of the extent to which supply is matched to demand, detailed surveys of car park usage are required. These could inform the development of a car parking strategy.

**Longer journeys Action 6a:** Survey and analyse usage of town centre car parks when travel behaviour has returned to closer to 'normal' post pandemic to understand extent supply is matched to demand and develop a car parking strategy.

The pricing structure of off-street car parking is a key element of their management. It can be used to influence travel behaviour, influencing both travel times and length of stay. There is little in the way of numerical evidence, as opposed to anecdotal, to suggest that car parking charges directly affect town-centre footfall. In general, visitors are more likely to make decisions on whether to visit based upon the ease of finding a space, and congestion on arrival/departure, with pricing structures more likely to affect the timing and length of visits<sup>51</sup>. Currently, council-run car parks are generally slightly cheaper than public car parks, with relatively flat pricing rates across the day. The level of car parking charges should be reviewed as part of a longer-term parking strategy, alongside the implementation of schemes to make it easier to travel to the town centre by sustainable modes. An example is if a Park and Ride scheme is developed, an increase in long-stay parking charges in the town centre will help encourage people to use the new Park and Ride site, rather than driving into the town centre to park.

**Longer Journeys Action 6b:** Review car parking charges, and work with key stakeholders to establish a town-centre pricing strategy that is integrated with the wider needs of a sustainable transport network.

The way that car parks are used will need to adapt with the changes to the overall transport network. This has already been seen with the installation of electric vehicle charging infrastructure in many of the car parks managed by the council, as well as car club vehicles in the Town Hall and Avenue Car Parks. The requirement for such uses will increase as the number of electric vehicles grows, accompanied by the aim of a new car club. This aligns with providing electric vehicle charging at people’s destinations, rather than at their homes. These are not the only potential uses of space within car parks; underutilised spaces could be converted to, for example, cycle parking or bike share bays.

**Longer Journeys Action 6c:** Consider utilising car parking spaces to encourage greener travel options, increasing provision of electric vehicle charging, as well as incorporating car club spaces, cycle parking or bike share bays as appropriate.

The supply of off-street car parking in Watford is extensive for a town of its size, and some car parks within the borough are rarely fully occupied. An oversupply of parking will encourage unnecessary car trips, as well as being an unproductive use of land, which is often of high value, and could be put to more beneficial uses. This strategy aims to make it easier to travel to the town centre by non-car means and once this is the case, the demand for car parking should reduce. It is recommended that car park operators and the council continue to monitor the level of supply available, and where appropriate, reduce this to match demand, repurposing the available space for other valuable uses.

**Longer Journeys Action 6d:** Review car parking supply against demand, and ensure that this is optimal for a town with a sustainable transport network.

## Krystyna’s travel story

Professional working on Clarendon Road in the town centre

### Currently...

- Krystyna lives in St Albans and travels to Watford each day for work
- She has to use her car during the day for work purposes once or twice a week, and claims the mileage back on expenses
- This means she normally has to drive to work, and is often stuck in traffic. She has tried making the journey by bus in the past but found that the bus sat in the same traffic jams as she did when driving her car, meaning the journey took just as long
- Her car is starting to show its age, and the MOT can be costly to renew

#### Monthly travel costs:

Car running costs (inc. petrol, excl. business trips mileage): **£150**  
**Total: £150**

### In the future...

- Krystyna’s workplace has set up a corporate membership for the car club. She reserves one with an app on her mobile phone whenever she needs to make a work trip during the day
- The new HERT public transport system has stops in St Albans and Watford town centre, with priority lanes on the key roads into town. Diane prefers to take the HERT to work as it is doesn’t get stuck in traffic and is quicker and less stressful than driving
- She decides to sell her car and uses a combination of different modes for her journeys. She also feels better about taking taxis now that they use greener vehicles and have quicker routes through town using the bus lanes

#### Monthly travel costs:

Ticket for travel on HERT: **£80**  
 Typical spend on Car Club service: **£10**  
**Total: £90**                      **Saving: £60**

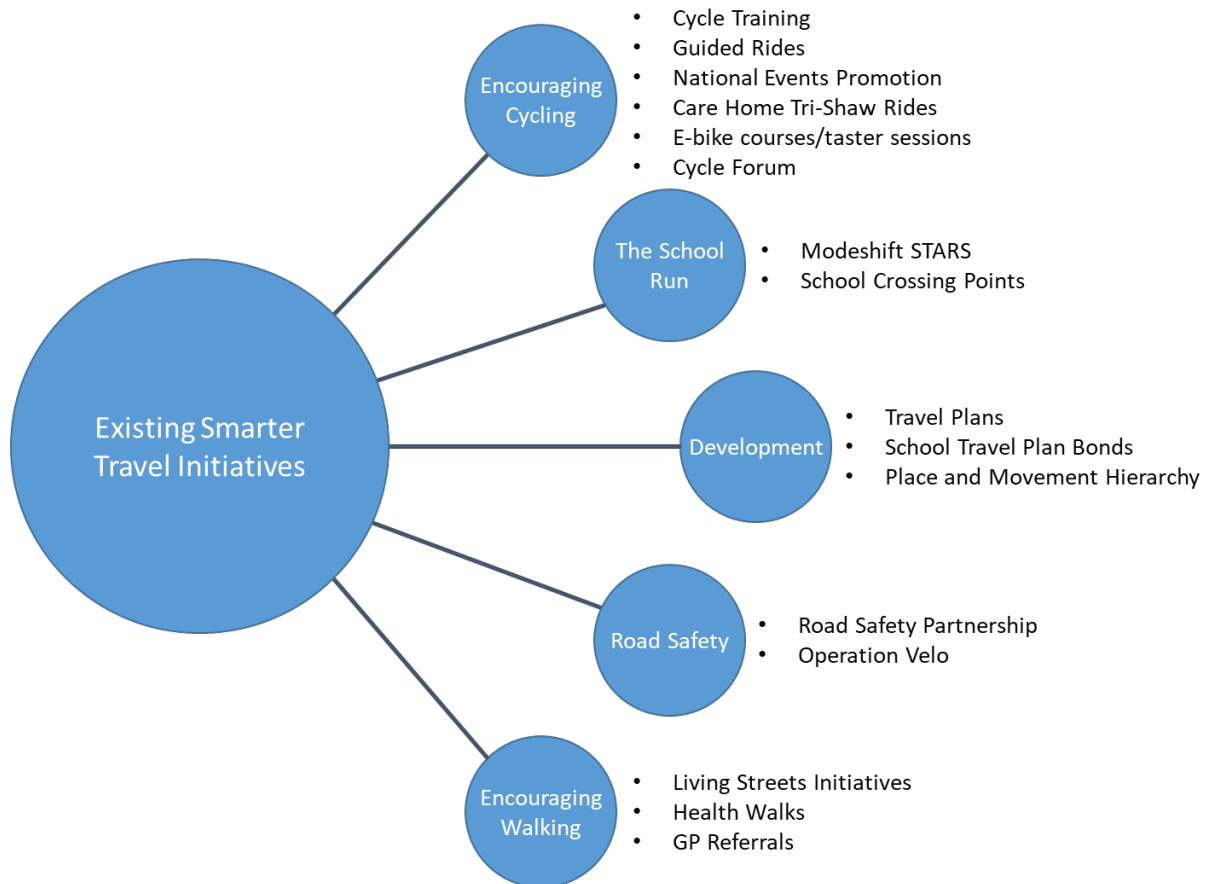


## Supporting Change

To make sure the schemes that are developed meet the objectives of this strategy, it will be important to involve and engage with the local community as much as possible to help shape their design. Similarly, once measures are implemented, it will be important that people know about them and understand how they can use them. Given the importance of this strategy to the future of Watford, it is reasonable to expect that, where applicable, people are rewarded for changing their travel behaviour to become more sustainable.

Over the next thirty years, significant new residential and commercial development will take place. New development in Watford will need to align with the goals of this strategy, so that new residents, employees and visitors are encouraged to travel in a sustainable manner from the start. Both Watford Borough Council and Hertfordshire County Council already have many initiatives to encourage people to adopt more sustainable modes, which are summarised in Figure 20. These will be continued, integrated and aligned with the schemes being proposed within this strategy.

Figure 20: Watford Borough Council and Hertfordshire County Council Smarter Travel Initiatives



### Supporting Change Action 1: Community Engagement

At the heart of successful transport projects is successful engagement with the local community, ensuring it is involved from the outset. This is already an approach that is endorsed and adopted by both Hertfordshire County Council and Watford Borough Council. The nature of such engagement will vary between schemes and measures, but will follow key principles throughout. These will include:

- Involving the community from the outset, and throughout the design process
- Speaking to as wide a cross-section of people as possible

- Involving people in the design of schemes
- Gaining feedback on schemes once delivered, and modifying accordingly

It should be clear that whilst engagement will be at the heart of the implementation of this strategy, transport and mode choice within Watford has to change in light of the Climate Change Emergency. Engagement will be on how to make transport more sustainable, but not whether such an approach is pursued. The scientific evidence and national, regional and local policy are all unanimous in the need for the way people travel in the UK to change significantly.

**Supporting Change Action 1a:** Active community engagement and consultation in choosing, designing and implementing the actions set out within this strategy.

#### Supporting Change Action 2: Rewarding Change

A key part of successful initiatives to change how people behave is rewarding those who make changes. This appeals to human nature and can help overcome initial barriers or fears of losing out, particularly for early adopters. Rewarding those who travel sustainably helps set the expectation that this is the preferred mode of travel for people moving around Watford. To reward individual travel choices, smartphone apps can be used to encourage active and sustainable travel behaviour.

The Watford app already shows the difference in travel modes with respect to carbon emissions and calories expended, but opportunities exist to add more tangible rewards. There is future potential to use tracking features in such an app, if users elect to use them, for example, people can score points for choosing sustainable travel modes instead of driving journeys. These points can then contribute to leader boards with virtual medals and prize draws to provide an element of gamification to people's day-to-day travel, as well as offering the opportunity to collect physical rewards. Points collected over time can be exchanged for items in local participating businesses, for example a coffee in a café, or be spent online with local retailers, or transformed into donations to local charities. This not only provides encouragement for local people to travel more sustainably through rewarding such behaviour, it offers opportunity for local business to participate in and endorse the Watford Borough Council's encouragement of sustainable transport, with the benefit of raised profile, particularly for businesses targeting a sustainable model themselves.

**Supporting Change Action 2a:** Develop a reward system for people who choose sustainable travel options, with links to local businesses.

Reducing the number of cars in a household will play a major role in moving its members towards more sustainable travel. People living in non-car owning households in London are between two and three times more likely to travel actively for thirty minutes on a given day than people in multi-car owning households<sup>52</sup>. However, for many people, giving up a car is a major decision, with understandable concerns around the practicalities of living without, or with fewer cars. One way to help people overcome this initial step is to provide a reward for giving up a car. This can take the form of a 'mobility credit' given to individuals who scrap their cars. The 'mobility credits' can then be used on public transport or other sustainable modes, such as bike share, or car clubs. They could also be linked to the purchase of a new cycle, including electric or cargo bikes.

**Supporting Change Action 2b:** Investigate a system of mobility credits in the form of grants given to individuals who give up their cars, to be spent on sustainable travel.

### Supporting Change Action 3: Working with Businesses

Travelling to and from work, plus trips made whilst working, made up just under a third of all trips by households in Watford pre-COVID. Most of these trips are made by car. Workplaces and employers can play a large role in determining how their employees commute to work and make business trips. Workplace Travel Planning can play an effective role in encouraging more sustainable work travel, through developing a package of measures and actions to this effect. Where employed successfully, these can not only lead to greener travel, but wider businesses benefits, such as reduced costs related to travel, healthier and happier employees, plus a more sustainable image for potential customers. Workplace Travel Plans need to be bespoke to each organisation and require significant commitment from employers for them to be successful. Whilst they will be a *Local Plan* requirement for major new developments, they can be adopted by existing businesses.

**Over 50% of trips to work and over 70% of work related trips in Watford are made by car<sup>4</sup>**

The move towards a blended mix of home and office working as a result of the pandemic presents an opportunity to relook at working with businesses to reduce travel by car. Watford is home to several large employers, and working with these on developing ambitious Workplace Travel Plans could help switch a large number of trips to more sustainable means, helping businesses take advantage of the actions of this strategy, many of which could benefit businesses as equally as residents.

**Supporting Change Action 3a:** Engage with businesses to support the development of ambitious Workplace Travel Plans, targeting a shift to more sustainable travel behaviour.

As well as businesses creating the need for people to commute and undertake work-related trips, many businesses are reliant in some manner on the movement of goods. However, awareness of, and planning for, such freight movements may not always be fully integrated into wider transport planning, despite the potentially pivotal role it could play both to businesses functioning and wider quality of life in Watford. The adoption of a ‘think freight’ approach to all aspects of transport planning, plus the development of a Freight Quality Partnership or Freight Forum would create an entity to begin this process and aid with ongoing efforts to gather local insights and help deploy local measures. This could combine views from Watford Borough Council, Hertfordshire County Council, key anchor institutions, local industry partners and local businesses to develop and support best practice for the management of the impact of movement of freight on the transport network.

**Supporting Change Action 3b:** Establish a Freight Forum to develop and push best practice relating to sustainable freight and logistics practices.

### Supporting Change Action 4: Sustainable New Development

The *Local Plan* seeks to deliver just under 15,000 new homes by 2036, alongside an 11% increase in jobs in Watford. Making sure that these new residents and workers travel sustainably as much as possible from the start will be a key part of this strategy, to embed new sustainable travel from their first days in Watford, rather than seeking to change travel patterns some time post occupation. The design and planning of new development can play a huge role in determining the travel behaviour of its occupiers.

Key principles for ensuring that new development encourages sustainable travel are set out within the *Local Plan*. These include limiting the provision of car parking, particularly in developments in or close to the town centre; prioritising high-quality cycle and walking access to sites; safeguarding land for

future sustainable travel; and managing the impacts of new development through Travel Assessments and Travel Plans.

The three Strategic Development Areas identified within the *Local Plan*, Watford Gateway, Colne Valley and the Town Centre, will be the main areas for future growth. This has been taken into account in the development of the overall strategy, with many measures focused in these areas. This will ensure that new development is served by the appropriate sustainable transport infrastructure.

**Supporting Change Action 4a:** Ensure that new developments prioritise sustainable transport and that sustainable transport measures align with the needs and locations of new developments.

A key tool of the planning process is the Travel Plan, setting out how a new development will enable its users to travel sustainably, and subsequently monitor the extent to which this occurs. Travel Plans are required by the *Local Plan* and Hertfordshire County Council at the outset of new developments. Their success is dependent on being effectively monitored and enforced, secured via Section 106 agreements. Travel Plan Bonds, as currently used for schools in Hertfordshire, allow fees to be held from developers, to be returned in instalments on successful delivery of measures and achievements of targets set out within the Travel Plan. A wider use of such bonds on other large development types could help ensure that the intended outcomes are delivered at such developments.

Where multiple developments are planned in a single area, Area Travel Plans can be effective in providing a framework for bringing forward strategic-level measures that are relevant to the area, and build public support for sustainable travel. Shared mobility options, such as hire bikes, car clubs and travel hubs/information points may receive greater demand if positioned in communal areas. New Area Travel Plans in Watford could be targeted in places with significant levels of planned growth, most likely within the Strategic Development Areas set out in the *Local Plan*.

Larger business premises, and retail sites will benefit from Delivery and Service Planning Toolkits being secured and delivered through planning conditions, to engage with businesses and establish processes around loading, parking, and waste/recycling collection, to minimise the impact these have on local highway network.

**Supporting Change Action 4b:** Make full use of planning conditions to facilitate sustainable travel, including wider use of Travel Plan Bonds, adoption of Area Travel Plans for areas of multiple developments, and Delivery and Service Planning Toolkits for larger businesses.

## Supporting Change Action 5: Communications, Messaging and Training

### *Communications*

It is important that the local community are engaged in a sustainable transport scheme development and that all those who could benefit from each scheme are aware of the scheme's existence, the benefits to them of using it, and if necessary, provided the relevant information or training required to do so.

To do this for new transport initiatives, they will need to be accompanied by clear information, before and during their launch and, as they start to have an impact, expand or change. Incorporating appropriate resource and budget allocation for communicating and marketing new measures should therefore be standard practice. This should not just provide information on the initiative, but be carefully thought out to encourage people to use them, paying attention to key lessons of successful messaging around behaviour change, both in transport and other walks of life, including<sup>53</sup>:

- Demonstrating how change is possible for individuals
- Overcoming fear of social exclusion through providing evidence or examples of other similar people making the same changes
- Incentivising change through rewards for those who trial alternatives
- Making use of people's desire not to miss out on opportunities they can gain from
- Making change as easy as possible so it is seen as the default option
- Appealing to people's emotions, as well as providing rational reasons to change
- Setting expectations that change is expected, not just an option for some
- Showing the tangible impacts of change at a personal and community level, via case studies, preferably through real-life images, or events

The communication of active travel benefits could be aided by the support of health professionals. Health practitioners can prescribe walking and cycling to patients to help increase awareness of the benefits of exercise for physical and mental health, an approach encouraged and piloted by the Department for Transport. This could be supported by access to active travel schemes for patients, for example, credits for use on the bike share scheme.

**Supporting Change Action 5a:** Ensure that appropriate, well thought-out, clear information is produced to support all actions of this strategy, providing the nudge or motivation people need to change their behaviour. Work with health professionals to support and prescribe active travel.

The range of schemes being developed by Watford Borough Council and Hertfordshire County Council over the course of the strategy period will be extensive and will thus require a clear communications plan to ensure they are understood by those who could benefit from them, the wider community and stakeholders in a way that will avoid confusion or information overload. A plan setting out the various schemes and how they link together and contribute to the overall strategy will be prepared and regularly updated, with a focus on providing a consistent message. In all engagement, Watford Borough Council and Hertfordshire County Council will work closely together to ensure alignment between the various schemes.

**Supporting Change Action 5b:** Develop and maintain a joint Watford Borough Council/Hertfordshire County Council transport communication plan, and a consistent approach to communication, engagement and consultation that links all new transport measures to the wider strategy.

Watford Borough Council currently organises and hosts a Cycle Forum, offering interested residents an opportunity to hear the latest plans for cycling, as well as providing feedback on the changes they would like to see in the borough. This has been successfully used in the development of the Local Cycling and Walking Infrastructure Plan, allowing participation in the development of the schemes that are found within that plan. The Cycle Forum will be continued, whilst recognising that the views and needs of people walking are under-represented, given the volume of trips undertaken by walking. An approach will therefore be considered that would allow residents to engage in the same manner around walking in the borough.

**Supporting Change Action 5c:** Maintain the cycle forum, and seek to create an equivalent opportunity for engagement and communication on walking.

### *Training*

Watford Borough Council and Hertfordshire County Council already deliver extensive training and support activities to encourage sustainable travel, including cycle training, guided rides and health

walks. Significant activity is focused around the Watford Cycle Hub, which, as well as providing training courses and guided rides, offers cycle hire, bike maintenance, and reconditioned cycles for sale. This includes targeting groups where cycle levels are low, such as women, minority groups and the elderly. For example, a recently launched initiative provides trishaw rides to the elderly to help increase local activity levels. Such activities are crucial in enabling people to start cycling, particularly amongst communities or groups of people who wouldn't naturally picture themselves as people who cycle. Continuing such activities to support the increasing provision of cycle infrastructure in the borough will be crucial to help ensure as many residents as possible take advantages of the new opportunities for cycling. This will include encouraging training and 'tester' activities for under-represented groups, using cycles. Such activity could be expanded through close coordination between Watford Borough Council and Hertfordshire County Council, as well as external partners, such as British Cycling and Cycling UK. The identification of local champions could be developed and encouragement of the use of the bike share scheme should be a central feature. Similar benefits can be brought through partnership with walking groups, such as Living Streets.

**Supporting Change Action 5d:** Maintain and seek opportunities to expand training and other activities designed to encourage people to walk or cycle.

#### Supporting Change Action 6: Sustainable School Travel

The school run offers a great opportunity not only to embrace active travel, with most pupils living within walking or cycling distance of school, but to embed sustainable travel behaviour at an early age and embrace the power of children to influence their parents' behaviour. School travel planning via the national scheme, [Modeshift STARS](#), is a proven approach to encourage their pupils to travel to and from school by sustainable means. Through this scheme schools can achieve accreditation, with different levels recognising how much the schools have demonstrated best practice in supporting cycling, walking, scooting and other forms of sustainable and active travel on the journey to/from school. At the point of publication of this strategy only three schools in Watford, out of 42 primary and 11 secondary schools, have an accredited travel plan. Encouraging more schools to engage with Modeshift STARS and work towards accreditation should help encourage greener travel for school trips. In addition, requiring a school travel plan should be a planning condition of all new or expanded schools in Watford. Through the Modeshift STARS process a wide range of initiatives can be implemented, listed below:

- School Crossing Patrols
- Road safety training and education
- Safer Routes To School Scheme (including physical infrastructure improvements)
- The School Walk initiative
- Cycle training
- Active travel and road safety campaigns, and
- School Streets

Appropriate measures can be pursued for participating schools to enable children to travel to school by more sustainable means.

**Supporting Change Action 6a:** Engage with schools to encourage them to develop accredited Modeshift STARS travel plans. Ensure the planning process identifies all new or expanding schools and secures the development of an accredited school travel plan.



## Moving Goods

The movement of freight is a fundamental part of the transport network in Watford. The impact of the COVID-19 pandemic has accelerated the growth in online shopping and home deliveries, which are primarily delivered to customers by Light Goods Vehicles (LGVs), with new registrations of these vehicles having grown by 30% from 2010–2020 across the UK, compared to a 13% growth in all vehicles across the same period<sup>54</sup>. The result of this is an increase in vehicles and vehicle miles, thus contributing to congestion, air pollution and the other negative impacts of motor vehicles.

**Internet sales in the UK have risen from 7% to 28% of total retail sales from 2010 to 2020<sup>24</sup>**

Bulkier and larger volumes of goods must be delivered to warehouses, shops, building sites and other businesses that primarily use Heavy Goods Vehicles (HGVs). These are longer, wider and heavier than most other vehicles on the road, causing noise, air-quality and safety issues. Ensuring the best-possible management of the movement of freight will therefore be a key part in creating a more sustainable transport network and improved local environment in Watford.

### Moving Goods Action 1: Green Delivery Modes

At present the vast majority of deliveries in Watford will be made by petrol or diesel-driven LGVs. However, alternatives exist to encourage these to be made by other means, particularly for the last mile of journeys. Electric cargo bikes offer the potential to complete many delivery trips for a range of businesses, as well as helping residents move bulky items without the need for a car or van. Larger providers, such as logistics companies and major supermarket chains, have both seen opportunities for switching to cargo bikes from conventional delivery methods. At a local scale, providing the opportunity for small businesses to make deliveries via cargo bike, or for tradesmen to visit customers, both offer potential economic and sustainability benefits. These include minimal running costs, ease of parking, absence of parking charges, and journey-time advantages due to bikes being able to bypass congestion. E-cargo bikes can also play a key role in providing an alternative to car ownership for residents through providing for the type of trips that may previously have necessitated a car.

The key barriers to entry with respect to switching to use of a cargo bike are the initial cost of the bike, and lack of confidence in, or knowledge of, its use and benefits. Providing the option to trial bikes before buying can help to alleviate this concern, and can be implemented for both residents and businesses. The Watford Cycle Hub in Holywell would be an obvious location for such a scheme. Larger volume usage could be encouraged through supporting the establishment of an e-cargo bike logistics company within Watford.

Facilitating the use of cargo bikes will require appropriate infrastructure. In addition to providing the type of high-quality cycle routes described in the Active Travel Section, cargo bikes require the removal of barriers often found on routes that may permit standard cycles, but are too narrow for cargo bikes. Suitable parking for cargo bikes differs from standard cycles, with a need for more space and options against which to secure the cargo bike.

**Moving Goods Action 1a:** Develop a system to allow residents and businesses to trial use of e-cargo bikes and investigate the provision of a cargo-bike logistics provider in Watford. Ensure cycle facilities are appropriate for use by cargo bikes.

### Moving Goods Action 2: Freight Consolidation

Freight consolidation involves goods first being delivered to a single hub location, before being grouped together in smaller vehicles for the final stage of delivery. Consolidation can help trips and

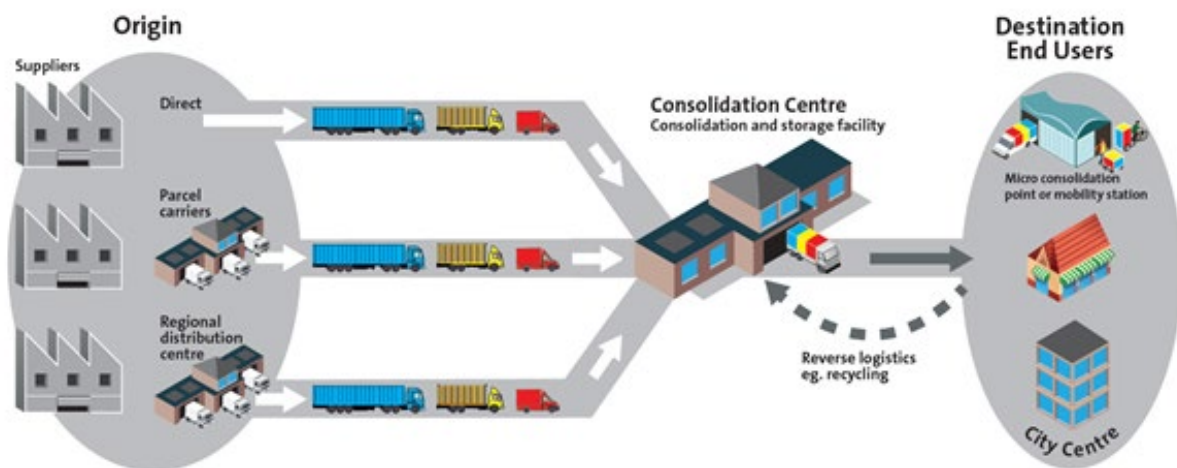
routes be better coordinated, reduce overall trip volumes, and provide more options for transferring goods from larger, more polluting HGVs and LGVs, to zero-emission vehicles, including electric vans and e-cargo bikes. A freight-consolidation scheme outside Bristol led to a 70% to 80% reduction in the number of onward trips, meaning that for every ten vehicles that made a delivery to the consolidation centre, just two or three onward journeys to the central Bristol area were made<sup>55</sup>. A consolidation centre could help offset the identified current issue relating to overnight parking of HGVs in North Watford, whilst also offering high-quality welfare facilities for drivers.

Whilst in the long term, consolidation can save businesses money through increased efficiencies, the initial set-up costs are high and risk is created through creating an additional step in the supply chain. Consolidation could be based around either:

- Working with established industry partners (couriers) with consolidation/delivery/service centres, such as UPS and Royal Mail or
- Developing a shared-access consolidation facility that all third-party logistics providers, can feed into

In both cases such consolidation would be with the expectation that the final part of the journey would be completed by either electric vans or e-cargo bikes. The location of any consolidation centre would need to combine both easy access from the strategic road network, as well as direct links to the town centre, and active travel infrastructure. Potential suitable locations could include the Greycaine or Colonial Way Industrial Estates, which are close to ‘A’ roads, as well as the future key Local Cycling and Walking Infrastructure Plan route along St Albans Road.

Figure 21: Freight Consolidation<sup>56</sup>



**Moving Goods Action 2a:** Investigate options for freight consolidation centres to shift last-mile deliveries to electric vehicles or e-cargo bikes.

Moving Goods Action 3: Managing Freight Movement and Loading

*Freight Movements*

The movement of freight, particularly that of HGVs, puts pressure on the road network, and contributes to local air pollution and congestion. There are some areas of Watford that experience high HGV or LGV movements and parking on roads that are not suitable for such large vehicles, which

causes a safety hazard for other road users, creates noise and air pollution, reduces available parking or encourages pavement parking, and damages carriageway surfaces.

A local routing plan could help keep larger vehicles on the main roads in Watford, especially if accompanied by a ban on 7.5-tonne vehicles accessing residential areas, an increase on the current 5-tonne ban on residential streets. Such an approach should be supported by the installation of Variable Message Signs at key intersections on approaches to the town, providing guidance on routing, warnings of congestion, instructions for construction site traffic, and highlighting weight and height restrictions.

**Moving Goods Action 3a:** Investigate options for managing freight routing, including a local routing plan, ban on 7.5-tonne vehicles in certain areas, lorry park and use of Variable Message Signs.

*Loading*

Road space on the High Street, St Albans Road and many local centres is limited, with conflict between parking, loading, bus movements, active travel and general traffic. This can affect businesses’ ability to receive deliveries, as well as causing vehicles to circulate while looking for a space, park on footways or leave engines idling. Dynamic kerbside management offers an approach to use smart technology to optimise how the kerb space is managed. By using occupancy sensors in bays connected to an app or other digital means, users can check space availability and reserve spaces, whilst the council could implement charging strategies that are flexible according to the time of day and location of space, to prioritise the needs of different users accordingly. Such an approach would be a significant investment, and would need to be supplemented by local engagement with residents and businesses and the establishment and involvement of a freight forum.

**Moving Goods Action 3b:** Investigate options for dynamic kerbside management in the town centre and along St Albans Road.

## Selassie’s travel story

Small independent business owner

### Currently...

- Selassie owns a bakery which makes and sells food for events such as birthdays and weddings
- The company posts the products using a commercial courier which costs the customer around £4.00 per order and can take several days to ship, even when the customer lives in Watford
- While the road outside his shop isn’t particularly busy, the delivery vans for local businesses sometimes turn up at the same time, and suppliers have passed on fines received after they have blocked accesses in the past
- He would like to offer a small-scale café service from his site but there is no space for people to wait or sit inside or outside the shop

#### Services offered at his shop:

Bakery items delivered by van



### In the future...

- With a grant from the Council, Selassie has been able to purchase an electric cargo bike for his staff to use. This allows local customers to have products delivered much quicker, including on the same day, for the same price per order
- A new active kerbside management system has been put in place by the Council, meaning each business can book and guarantee loading space for their delivery vehicles each day
- He still uses vans for most of his orders. His deliveries are rarely late now, which his drivers think is because the roads are quieter than they used to be due to people using other ways of getting about
- Having less deliveries made by van, he has agreed with the neighbouring businesses to turn one of the parking spaces outside the shop into a parklet, and provided tables and chairs for people to sit at. His business has now become a popular place to have coffee in the neighbourhood

#### Services offered at his shop:

Bakery items delivered by cargo-bike and van.  
Café  
Seating area and bicycle parking

### Moving Goods Action 4: Utilising Interchange Hubs for Parcel Delivery

The existing and proposed interchange hubs in the borough, particularly Watford Junction, have high numbers of people visiting them. Therefore, if parcel lockers are installed in these locations, they offer the potential to reduce the need for deliveries to go to people’s homes, by dropping off at parcel lockers based within the hubs instead, similar to those already in place at many locations in the borough. Doing so would reduce the number of trips driven and mileage required for LGVs, whilst providing a convenient and safe way for residents to pick up parcels, especially if they know they will not be at home. To be successful, engagement and promotion would be required to advertise the benefits to both logistics companies and residents.

**Moving Goods Action 4a:** Install parcel lockers at existing and future transport hubs.

### Moving Goods Action 5: Managing Construction

Construction sites can have a significant impact on the transport network, relating to the movement of predominately HGV construction vehicles, and the potential need for sites to take space from the highway during construction. With new developments planned across the borough over the coming years, particularly in the Watford Gateway and Colne Valley areas, managing the impact of the related construction will be important to maintaining the functionality of the transport network and avoid additional congestion. Construction Management Plans utilise the planning process to set conditions for developers to offset and manage the impact of site supply-chain activity on the road network for vehicles travelling to and from sites from outside the borough. The planning process should be used to manage any space taken from the highway, ensuring the impact to people walking and cycling is minimised by providing practical, fully accessible routes that do not require significant diversion or safety risk. This may require limitations on HGV movements at peak times. The requirement for Construction Management Plans is set out within the *Local Plan* and should be enforced to prioritise minimising the impact on active travel.

**Moving Goods Action 5a:** Use Construction Management Plans to minimise the impact of construction on the transport network, particularly its impact on active travel.



## Watford Borough Council and Hertfordshire County Council Commitments

### Equality

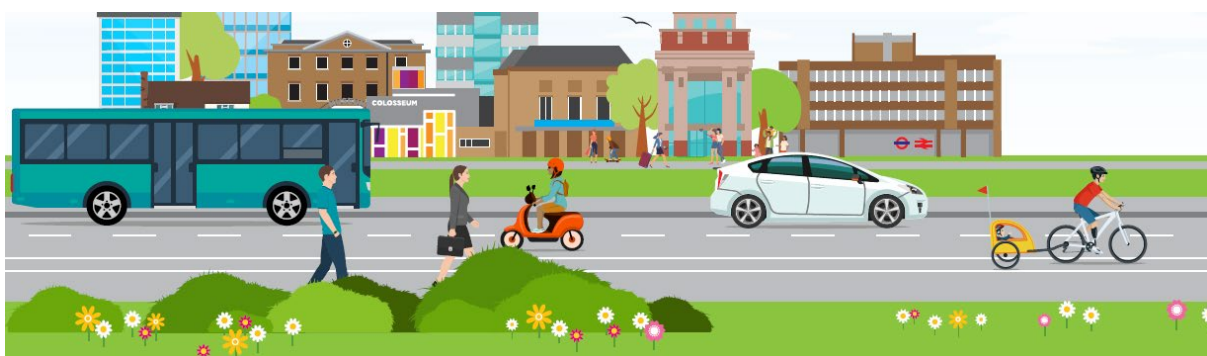
Watford Borough Council and Hertfordshire County Council are committed to complying with all the requirements of the Equalities Act 2010, championing equality and embracing diversity in all council services. This strategy provides the opportunity to significantly improve the quality of life for those with a disability and our minority communities. Many of the actions specifically target improving access to different modes of transport, whilst the over-riding impact of moving to a more sustainable transport network will be creating a system that is fairer, by reducing inequalities in people's ability to move around the borough. It is understood that individual schemes will have varying impacts on different groups of society and these will have to be carefully managed in delivering this strategy. The strategy itself has undergone an Equality Impact Assessment, and both Watford Borough Council and Hertfordshire County Council commit to ensuring that Equality Impact Assessments will be used as an active tool in the development of all schemes to ensure that schemes are delivered in a way that maximises opportunity to remove barriers to equality.

### Collaboration

As set out in the Supporting Change section both Watford Borough Council and Hertfordshire County Council are committed to engaging and collaborating with the local community in the delivery of the schemes within this strategy. They will endeavour to hear from the widest possible range of views in developing new projects. This collaboration will extend to those outside of Watford, both neighbouring authorities and their local communities, recognising that many of the schemes within this strategy will have impacts outside Watford's boundaries. Where possible projects will be developed collaboratively with appropriate organisations, including, but not limited to, Local Authorities, transport operators, businesses, and community groups.

### Setting an Example

It is understood that if Watford Borough Council and Hertfordshire County Council are to expect people to travel differently in Watford, both councils should be doing the same. Both organisations have already enabled reduced travel by making hybrid or home working standard in all roles where it is possible. Watford Borough Council have promoted the use by staff of both the bike-and-car clubs schemes. The *Sustainable Hertfordshire Strategy* sets out how Hertfordshire County Council aims to reduce its carbon emission related to transport through measures such as moving its own fleet to zero emission vehicles and using travel planning to enable staff to use sustainable modes for travel to and from work.



## Programme and Funding

### Programme

The actions set out above form a long-term programme for the next 20 years and beyond. They vary in scale and level of likely impact, as well as cost and time required to implement. The scale of change required means that, in the long term, many streets in Watford will need to work differently to how they do today, and this will impact how easy it is to drive a private car around the borough. However, by providing practical alternatives to driving, private cars will become a less attractive option for travel and, in time, the last resort for the majority of trips. It should be noted that younger generations are already choosing not to own or drive cars in major urban conurbations. The programme has been designed to provide a step-by-step approach to changing travelling behaviour and transport infrastructure, with each step building on the previous. Watford Borough Council and Hertfordshire County Council have developed a delivery plan covering the actions required in the short term to progress each action, irrespective of their ultimate delivery timescale.

#### Stage 1: Making Sustainable Travel Easier (ongoing)

The first stage of the programme is already underway via the schemes being implemented by Watford Borough Council, notably the car club, bike share, on-demand bus, travel app, and recent urban realm improvements, as well as being supported by existing policy, particularly the new *Local Plan*. This stage will be developed further, to provide more alternatives to car ownership and encouraging greater take-up of sustainable travel. Notable features will include:

- A new, larger car club
- Continuing to install new bike share bays
- Expanding provision of electric vehicle charging
- Developing rewards for sustainable travel, and providing training opportunities
- Engagement with residents, businesses and developers to encourage sustainable travel, particularly with opportunities to shape post-COVID commuting behaviour

#### Stage 2a: Enabling Active Short Trips (from now)

The greatest potential for change identified in the strategy is around short trips and their ability to be completed by walking, cycling or other active modes. It will therefore be a priority to accelerate the changes that will mean that the town provides an environment where people feel comfortable travelling by active modes. This will mean aiming to start delivery of the actions within the Active Travel theme, particularly the provision of sections of new cycle routes and better footways and pedestrian crossings, including around the town centre. It will mean starting to change the thinking about streets in Watford by implementing measures to reduce traffic and make better use of kerb space in some locations.

#### Stage 2b: Improving Public Transport (from now)

Alongside the focus on active travel, there are areas where simple improvements can be made to improve public transport through implementing bus priority measures, improving bus stops and access to rail stations will form the main part of this, delivering the enhancements identified in the Longer Journeys theme. There will be a continuation of work with taxi drivers to enhance the taxi fleet.

#### Stage 3: Reprioritising Space (from five years' time)

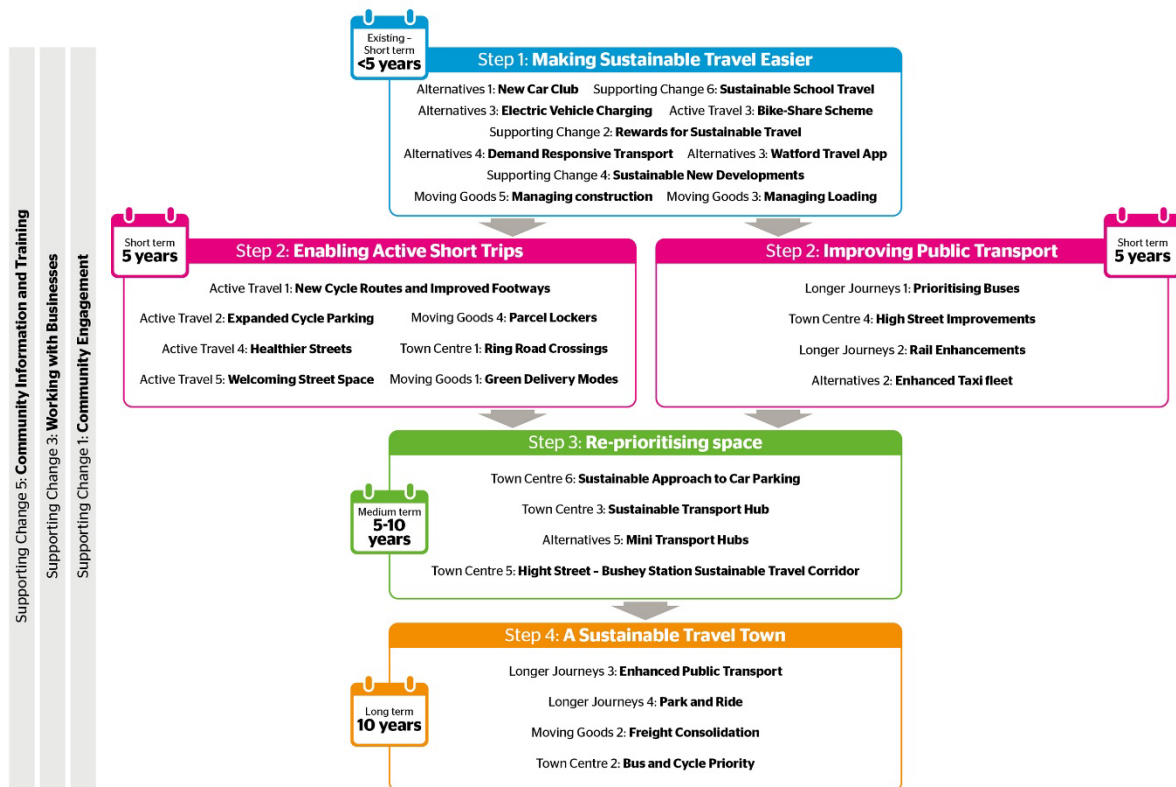
With Stages 1 and 2 well underway, residents and businesses will increasingly benefit from a range of alternatives to private cars. Continuing to advance will require progressive reallocation of more space

to sustainable travel. This will mean delivering transformational new walking and cycling schemes, such as extended segregated cycle routes, or entirely new crossings of major roads. Similarly, buses will need the same level of commitment, with increasing priority offered, especially around the town centre. With the focus on sustainable travel, consideration will be needed to ensure that the use of town centre land, especially car parking, is appropriate and aligned with the objectives of the strategy.

Stage 4: A Sustainable Travel Town (from ten years' time)

The largest schemes in this strategy will take a long time to develop, fund and implement. These include new public transport provision; Park and Ride (if the business case is substantiated); major freight consolidation; large-scale sustainable transport hubs with fully accessible stations; and new passenger transport systems, such as HERT. In completing such schemes, travel in and out of the borough will become as sustainable as that within it, meaning Watford will truly live up to the title of a sustainable travel town.

Figure 22: Transforming Watford in Stages



Funding

This strategy is ambitious, and if delivered in full, will deliver a step-change in how people and goods move around Watford. Both Watford Borough Council and Hertfordshire County Council have a clear commitment to moving to a more sustainable transport network and will support the delivery of the strategy through the use of available council funds, and drawing on developer funding through the Community Infrastructure Levy and Section 106 contributions. However, it is clear that the cost of implementing the strategy will be high, and beyond the reach of Watford Borough Council, Hertfordshire County Council and developers alone. The strategy will therefore be dependent on securing external funding and its existence will in itself put the councils in a stronger position to bid for funds from the Department for Transport, Local Enterprise Partnership and other national bidding opportunities. Both councils have an existing record in successfully bidding for funding, including from

the Department for Transport’s Active Travel Fund, Office for Low Emission Vehicles, and Local Growth Fund, amongst others, in recent years. This approach will be continued with elements or packages of the strategy chosen for bids that best fit future funding opportunities, with Watford Borough Council and Hertfordshire County Council working in close partnership to submit these. They will work together to take forward the actions, developing suitable schemes, undertaking feasibility work, preparing business cases and, most importantly, engaging with residents and businesses to design and develop proposals.

Watford Borough Council will seek to find commercial partners and private investment to support the strategy, reflecting the potential benefits to business of sustainable travel, both in terms of more efficient, lower-cost travel and the association with greener practices.

To assist with determining priorities, all actions have been evaluated, using a consistent appraisal framework, to establish which will have the greatest impact on meeting the strategy objectives, whilst considering the complexity of delivery and expected cost, and a likely value for money can be derived by comparing potential impact to cost. This is summarised at Appendix B.

## Mark’s travel story

Retired electrician living in West Watford

### Currently...

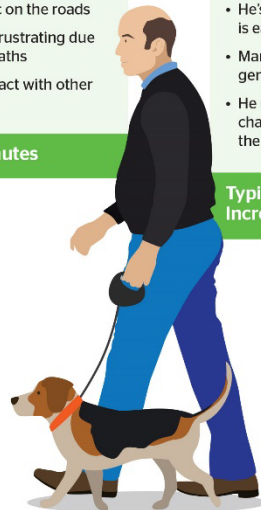
- Mark owns a car but only tends to use it for his weekly shops to the supermarket and seeing family who live in North Watford
- He’s been warned by his doctor that he isn’t doing enough regular physical activity which could lead to health issues later in life
- He would like to be more active but feels that the roads around his neighbourhood are unpleasant due to the amount of traffic on the roads
- He has also tried walking into town but found the journey frustrating due to how difficult it is to cross the ring road and narrow footpaths
- Despite having some family in Watford, he has limited contact with other people in his neighbourhood and can feel isolated at times

Typical level of physical activity per week: 30 minutes

### In the future...

- Mark gets some of his shopping delivered to his house, and picks up a few items from the town centre when needed
- He now feels comfortable walking to the shops because safer crossings have been introduced across the ring road, and many of the footways have been widened
- He’s started taking the on-demand bus service when seeing his family, as it is easier than driving and still stops directly outside his family’s door
- Mark keeps his car so he can use it for days out with his grandkids, but generally uses it less frequently
- He now recognises people living in his area when out and about and often chats to his neighbours, using the new benches that have been added to the streets. He now feels part of the local community

Typical level of physical activity per week: 150 minutes  
Increase: 120 minutes





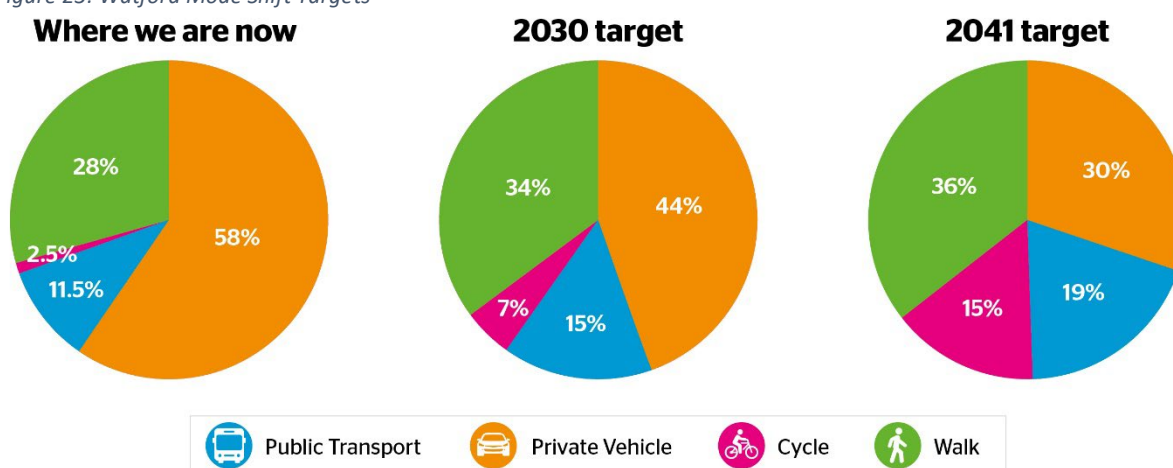
## Targets and Monitoring

To understand whether the strategy is having the desired impact, and meeting the established objectives, it will be important to monitor its impact against key performance indicators.

### Mode Shift Targets

At the heart of the strategy is an ambition to switch car trips to more sustainable modes. This aligns with the Department for Transport’s aim for 50% of trips in urban areas to be made by active modes by 2030<sup>6</sup>. Watford, like almost all the UK, is far from this point at present, for example, 30% of trips in London were cycled or walked in 2018, with a further 36% made by public transport. Through analysis of the make-up of trips in Watford, and comparison against the level of change achieved in other areas, a set of targets has been developed for Watford to reach by 2041, with an interim target in 2030. These are set out in the figure below.

Figure 23: Watford Mode Shift Targets



Hertfordshire County Council conduct a travel survey every three years on how people within the borough (and county overall) travel. Therefore, this survey can be used to observe how mode shares are changing in Watford, with the current levels shown on the left of the pie charts above.

### Wider Monitoring

Beyond mode shift, there are a range of other indicators that are already measured by either Watford Borough Council or Hertfordshire County Council that could be used to monitor progress of the strategy. These are shown in the figure below.

Figure 24: Table of Monitoring Indicators

Performance Indicator	Description	Sign of Success
Vehicle Kilometres	Estimate of the total number of kilometres driven each year by all vehicles on Watford’s roads.	Decrease
Physical Activity	Proportion of people walking and cycling for travel at least three days a week.	Increase
Collision Data	Number of people killed or seriously injured on Watford’s roads.	Decrease

Performance Indicator	Description	Sign of Success
Air Quality Management Areas	Number of Air Quality Management Areas.	Removal of existing and no new designation.
Air Quality	Air pollution recorded at permanent sites across the borough.	Decrease in pollution levels.
Walking and Cycling Monitoring Reports	New schemes to be accompanied by monitoring reports analysing pre- and post-installation data.	Reports completed for all schemes and demonstrate increase in active travel.
S106 Agreements and Travel Plans	Use of S106 agreements on sustainable transport and travel plan targets.	S106 funds being used on sustainable transport and travel plan targets being met for new developments.
Public Transport Accessibility	Travel times according to TRACC access tool.	Increase in areas within reasonable travel time by public transport.
Equalities Impact Assessments	Equalities Impact Assessment to be completed for all new schemes.	Completion for 100% of schemes.
Take up of New Modes	Surveying usage and customer satisfaction of new schemes, such as bike share or car club.	Increasing usage and high customer satisfaction.

With the *County Travel Survey* being produced every three years, an impact evaluation report will be published at the same time to measure progress against all other indicators listed in the table above. An annual monitoring update will provide details on delivery of the actions.



## Appendix A: Consultation Report

See accompanying document, *Appendix C: TTIW\_Consultation Report*.

## Appendix B: Action Appraisal

Action	Impact on Objective: Shift to Sustainable Modes	Impact on Objective: Providing for Future Journeys	Impact on Objective: Boosting Health and Wellbeing	Impact on Objective: Ensuring All Community Benefits	Impact on Objective: Making Best Use of Technology	Impact on Objective: Delivering a Great Customer Experience	Total Impact	Cost
Active Travel 1a: Cycle Network	High	High	High	High	Low	High	High	Medium
Active Travel 1b–d: Walking Improvements	High	High	High	High	Low	High	High	Medium
Active Travel 1e: Cycle and Walking Quick Wins	Medium	Low	Medium	Medium	Low	Medium	Low	Very Low
Active Travel 2a–c: Expanded Cycle Parking	Medium	Medium	Low	Medium	Low	Medium	Low	Very Low
Active Travel 3a–b: Bike Share	Medium	Medium	Low	Medium	Low	Medium	Low	Low
Active Travel 4a: Healthier Neighbourhoods	Medium	Low	High	Medium	Low	Medium	Medium	Medium
Active Travel 4b: School Streets	Medium	Low	High	Medium	Low	Medium	Medium	Medium
Active Travel 5a: Welcoming Street Space	Medium	Low	Medium	High	Low	Low	Medium	Very Low
Longer Journeys 1a: Bus Priority	High	Medium	Low	Medium	Low	High	High	High
Longer Journeys 1b: Bus Stops Improvements	Medium	Medium	Low	Medium	Low	Medium	Low	Low
Longer Journeys 2a: Rail Access Quick Wins	Medium	Medium	Low	Medium	Low	Medium	Low	Low
Longer Journeys 2b: Accessible Stations	Medium	Medium	Low	High	Low	Medium	Medium	Medium



Action	Impact on Objective: Shift to Sustainable Modes	Impact on Objective: Providing for Future Journeys	Impact on Objective: Boosting Health and Wellbeing	Impact on Objective: Ensuring All Community Benefits	Impact on Objective: Making Best Use of Technology	Impact on Objective: Delivering a Great Customer Experience	Total Impact	Cost
Longer Journeys 2c: Safe, comfortable stations	Medium	Medium	Low	Medium	Low	High	Medium	Low
Longer Journeys 2d: Abbey Line Improvements	Medium	Low	Low	Medium	Low	Medium	Low	Very High
Longer Journeys 2e–f: Watford Junction Improvements	Medium	High	Low	Medium	Low	High	High	Very High
Longer Journeys 3a–b: Enhanced Public Transport	High	High	High	High	Low	High	High	Very High
Longer Journeys 4a: Park and Ride	Medium	Low	Low	Low	Low	High	Medium	Very High
Alternatives to Car Ownership 1a: New Car Club	Medium	Medium	Low	Low	Medium	Medium	Low	Very Low
Alternatives to Car Ownership 2a–c: Enhanced Taxi Fleet	Medium	Medium	Low	High	Medium	Medium	Medium	Low
Alternatives to Car Ownership 3a: Electric vehicle Charging	Low	High	Low	Low	Medium	Low	Medium	Low
Alternatives to Car Ownership 4a: Demand Responsive Transport	High	Medium	Low	Medium	High	Medium	High	Very Low
Alternatives to Car Ownership 5a: Mobile Phone App	Medium	Medium	Low	Medium	High	High	High	Low
Alternatives to Car Ownership 6a: Mini Transport Hubs	Medium	Medium	Low	Medium	Medium	High	Medium	Low
Town Centre 1a: Improved Pedestrian and Cycle Crossings	Medium	Medium	High	Medium	Low	High	High	Medium
Town Centre 2a: Prioritising Cycling and Public Transport	High	High	Medium	Medium	Low	High	High	Very High



Action	Impact on Objective: Shift to Sustainable Modes	Impact on Objective: Providing for Future Journeys	Impact on Objective: Boosting Health and Wellbeing	Impact on Objective: Ensuring All Community Benefits	Impact on Objective: Making Best Use of Technology	Impact on Objective: Delivering a Great Customer Experience	Total Impact	Cost
Town Centre 3a: Sustainable Transport Hub	High	High	Low	Low	Medium	High	High	High
Town Centre 4a: People Friendly High Street	Medium	Medium	High	Low	Low	Medium	Medium	Low
Town Centre 5a: Sustainable Transport Corridor	High	High	Medium	Low	Low	Medium	High	Very High
Town Centre 6a–c: Improved Car Parks	Medium	High	Low	Medium	Medium	Medium	Medium	Low
Supporting Change 2a–b: Rewarding Change	High	Medium	Low	Medium	High	Low	High	Low
Supporting Change 3a: Workplace Travel Plans	High	Low	Medium	Low	Low	Low	Low	Low
Supporting Change 6a: School Travel Plans	High	Low	Medium	High	Low	Low	Medium	Low
Moving Goods 1a: Green Delivery Modes	Low	Medium	Low	Low	High	Low	Medium	Low
Moving Goods 2a: Freight Consolidation	Low	High	Medium	Low	Medium	Medium	Medium	High
Moving Goods 3a–b: Freight Routing and Loading Management	Low	Low	Medium	Low	High	Low	Medium	Medium
Moving Goods 4a: Parcel Lockers	Low	Low	Low	Low	Medium	Medium	Low	Very Low
Moving Goods 5a: Managing Construction	Low	Low	Low	Low	Low	Low	Low	Low

- 
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## Transforming Travel in Watford Consultation Results

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## 1. Introduction

### 1.1. Transforming Travel in Watford Consultation

- 1.1.1. Watford faces multiple challenges relating to the impacts transport has on climate change, public health, air quality, economic growth and prosperity, and community vitality, which are all priority issues for Watford Borough Council (Watford Borough Council) and Hertfordshire County Council (Hertfordshire County Council). To react to these challenges, the two councils prepared a draft version of *Transforming Travel in Watford: the strategy for 2021 - 2041* (TTIW). This is a bold and forward-looking plan with a transformational, coherent, long-term programme for change, based on effective sustainable transport infrastructure. It will encourage, and enable, the uptake of sustainable and active travel, in the interests of maintaining the attractiveness and vitality of Watford as a place to live, work and visit. It will thus help meet the Council Plan 2020-24 ambitions of a thriving, diverse and creative town that is healthy and happy and a critical element of the town's plan to achieve carbon neutrality by 2030.
- 1.1.2. A public consultation was run on the TTIW draft in summer 2021. Both the strategy and supporting document were made available to read, and a short survey was provided for people to provide feedback on TTIW. A dedicated email address was available for those who wished to offer further comments beyond that possible in the survey. Watford Borough Council and Hertfordshire County Council officers organised workshops with various groups and organisations to receive more specific feedback.

### 1.2. Purpose of this report

- 1.1.1. This report provides a summary of the responses received and views shared via the consultation, along with recommendations for modifications to TTIW. Analysis of the consultation survey is provided to allow common views and patterns to be identified, with respondent profiles taken into account to understand how views vary across demographics and where people live. The responses received via the dedicated email account and the workshops are also discussed.

## 2. Notification and Advertisement

- 1.2. The *Transforming Travel in Watford* Consultation ran online, hosted on the Watford Borough Council website, between 18 August 2021 – 13 October 2021. It was promoted via the Watford Borough Council and Hertfordshire County Council social media feeds, as well as being distributed via Watford Borough Council email mailing lists. The following were completed to maximise awareness and response rate:
- Paid-for social media advertising campaign and target specific groups with tailored social media advertising and messaging. The campaign message was displayed as a digital advert on websites and/or social media channels and citizens click through to the relevant page on the council's website to view the call to action and more information.
  - Directly posted into resident groups and other relevant local groups on Facebook.
  - Coverage in local publications such as the Watford Observer and MyNewsMag.
  - Press releases sent throughout the consultation, including one for the launch and another mid-way through the survey.

- Awareness raising videos produced and included clear explanations from Elected Mayor Peter Taylor and Councillor Ian Stotesbury.
- Artwork included on 150 bus shelter posters in the town.
- Artwork included on 15 town centre digital advertising boards. It was the sole campaign for the period of the consultation, ensuring it had more air-time.
- Over 1,000 flyers handed out at Watford Junction and in the town centre.
- Article included in council magazine 'About Watford' which goes out to 40,000 households and businesses.
- Campaign shared with members and local partners to help cascade the message.
- Focus groups set up to discuss face-to-face with the relevant organisations.

## 3. Survey Responses and Analysis

### 3.1. Survey Structure and Reporting

3.1.1. The survey comprised 21 questions relating to the strategy, with a further 14 relating to respondents' travel behaviour and socio-demographic status. These were broadly divided into four sections:

- Demographics and usual modes of travel
- Overall vision for future travel in Watford
- View of the strategy objectives
- Response to TTIW actions.

3.1.2. The responses are analysed in turn below, with questions grouped by theme, meaning that the order does not exactly reflect the order in which they were asked.

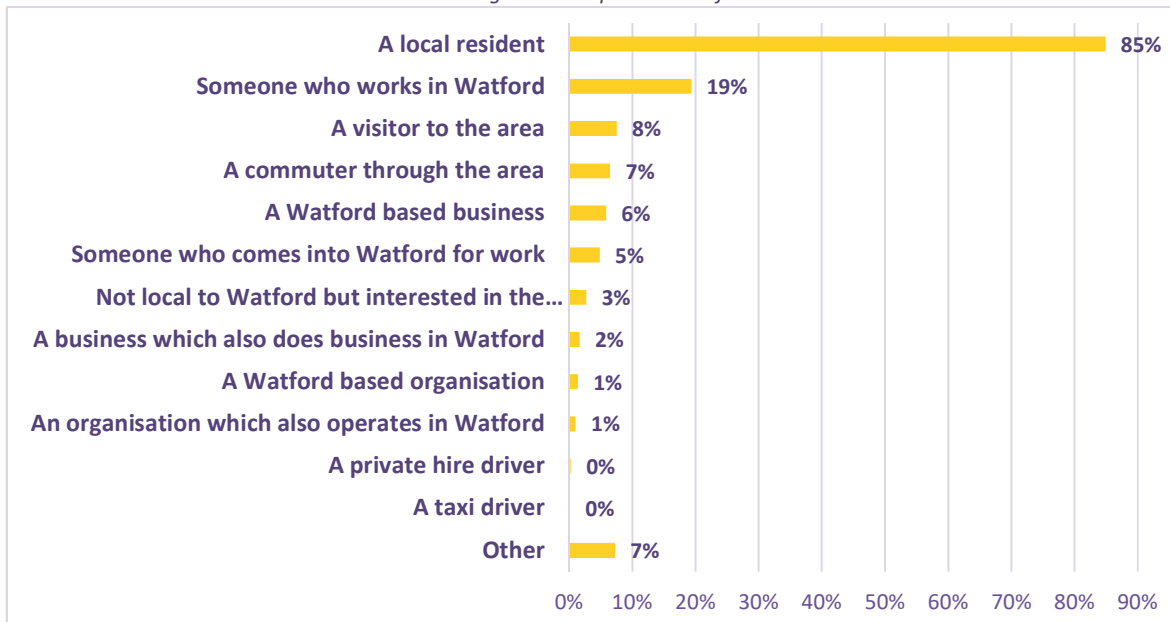
3.1.3. Most questions were closed, meaning respondents could only choose from a fixed set of multiple choice responses. Two questions were open-ended (questions 5 and 21), allowing respondents to write a response with no limit on characters. These written answers were analysed through a coding process. All responses were reviewed and the common themes and opinions identified, for example 'support for new cycle lanes' or 'desire for better bus services'. Each response was then analysed in detail and the sentiments expressed assigned to the appropriate theme. Every sentiment from each answer was coded separately, resulting in a greater number of sentiments than responses, as respondents often expressed opinions on multiple subjects.

### 3.2. Level of Response, and Demographics

3.2.1. The online survey was completed by 1,099 respondents. Most of the questions received more than 800 responses, with an average of 816 answers per question.

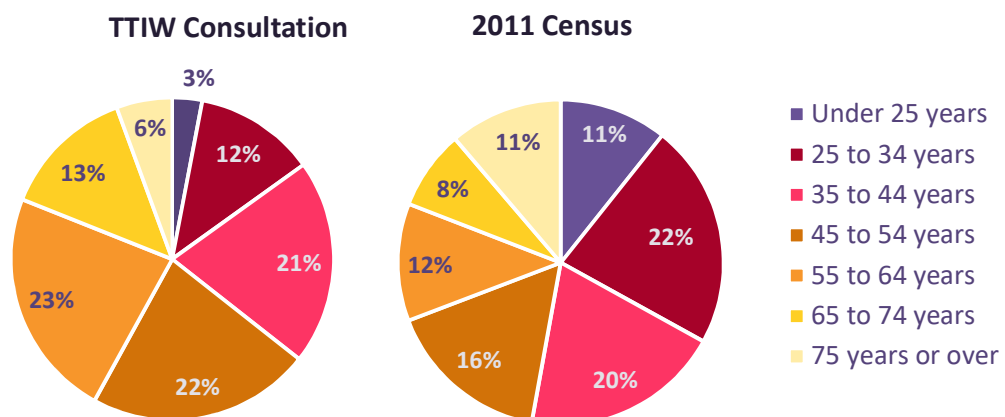
3.2.2. The respondent types are shown below, noting that respondents could select more than one, are shown Figure 1 - Respondent Profiles below. 85% of respondents were local residents, living in or close to Watford (72% were Watford residents), 19% worked in Watford, 8% were visitors, and 7% commuters through the area. The number of businesses or organisations who responded to the survey was limited, however, responses from these were captured via the sustainable travel email account and workshops with officers. Figure 1 - Respondent Profiles.

Figure 1 - Respondent Profiles



3.2.3. Figure 2 shows the distribution of respondent ages. 42% of respondents were 55 years old or more, with 6% being more than 75 years old. 43% of respondents were between 35 and 54 years old, and 15% were less than 35 years old, with only 3% were less than 25 years old. The distribution of the Watford population according to the 2011 census is shown (excluding those under the age of 17, who would not generally be expected to respond to a consultation). It can be seen that the youngest two ages groups, and to a less extent the oldest, are under-represented, with those of ages 35 – 74 over-represented. People aged 55 – 64 are particularly over-represented, making up 23% of respondents, compared to 12% of the population.

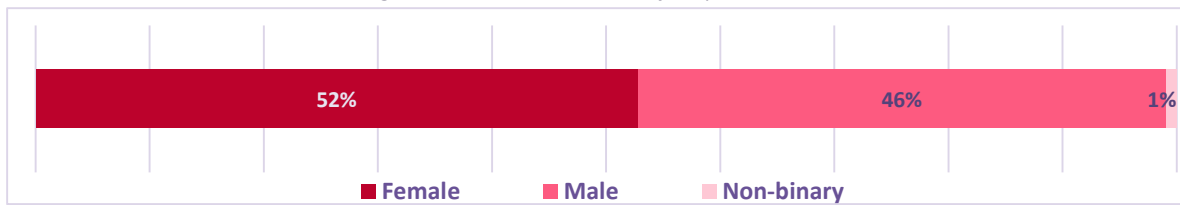
Figure 2 - Respondent Age Distribution, Compared to 2011 Census Figures



3.2.4. When asked, 19% of respondents declared some form of disability, 6% that limited them a lot, 13% that limited a little. Genders were reasonably equally represented among the respondents, as shown in Figure 3.

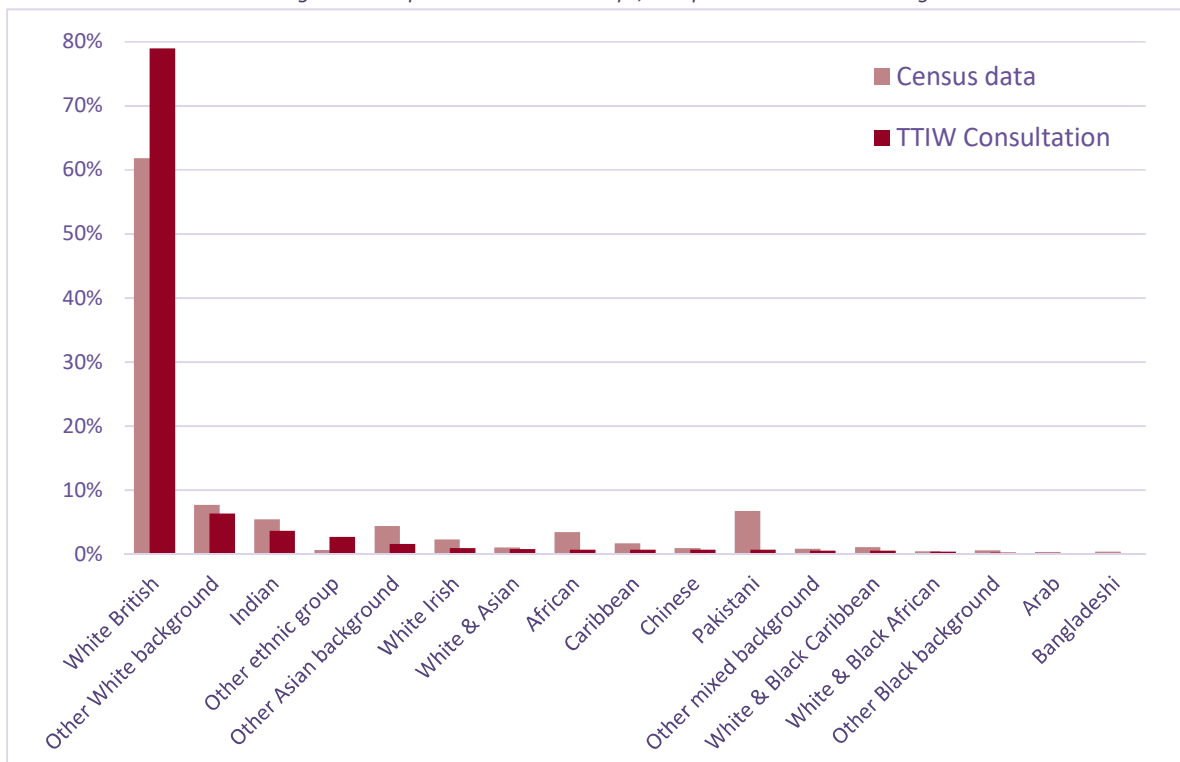


Figure 3 - Gender Distribution of Respondents



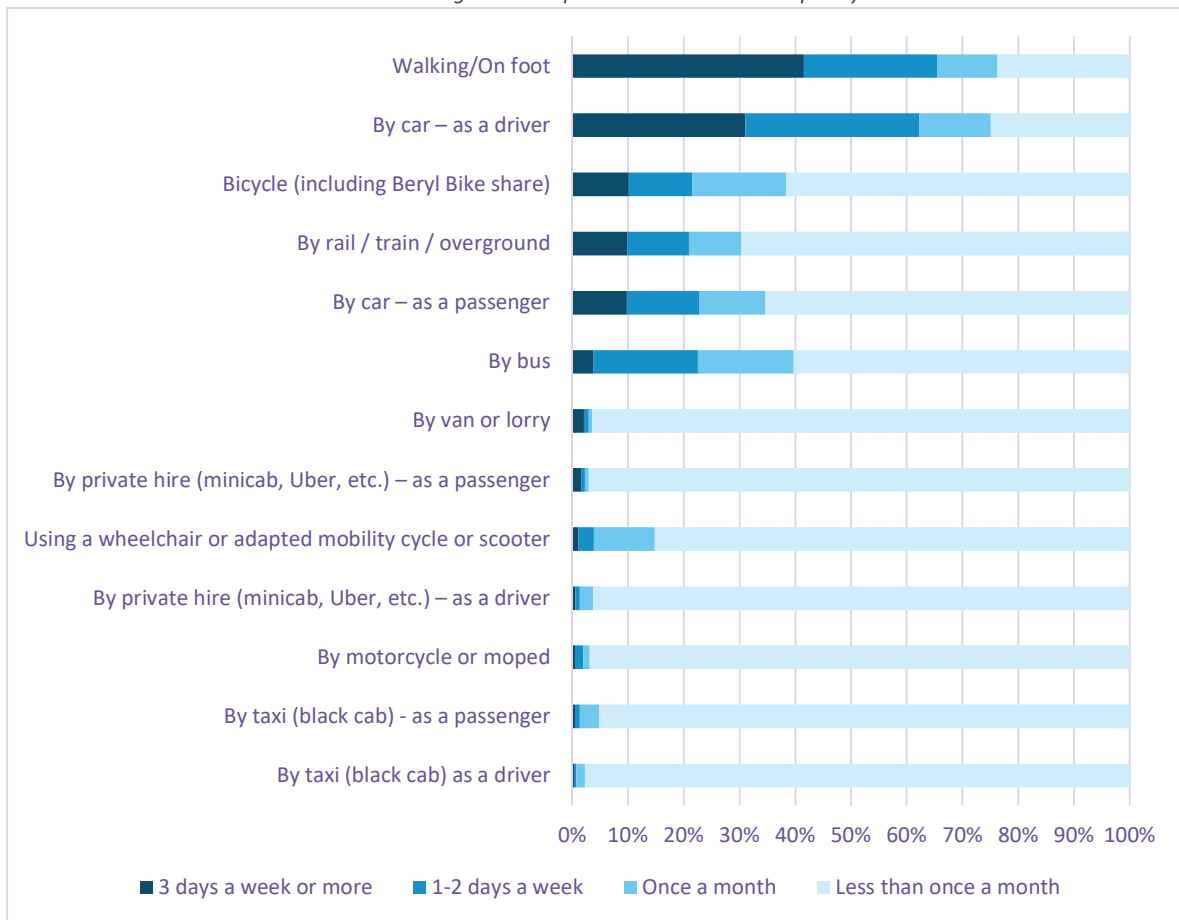
3.2.5. The demographics of those who responded varied from the actual population of Watford, with a greater proportion of white British respondents (79% of respondents) than that of the general population (62%), as shown Figure 4, and consequent slight under-representation of other minority groups.

Figure 4 - Respondents' Ethnic Groups, Compared to 2011 Census Figures



3.2.6. In terms of travel mode use (Figure 5), 42% of respondents indicated that they walked at least three days a week or more, with 64% of people walking at least once a week. 24% of people reported walking journeys less often than once a month. 31% of respondents drove at least three times a week, compared to 12% cycling, 8% taking the train and 5% taking the bus. 62% of respondents drove at least once a week, whilst nearly 40% of respondents cycled at least once a month. 14% of respondent used a wheelchair or other mobility aid for journeys on a least a monthly basis.

Figure 5 - Respondents' Mode Use Frequency



### 3.3. Demographics - Conclusions and Recommendations

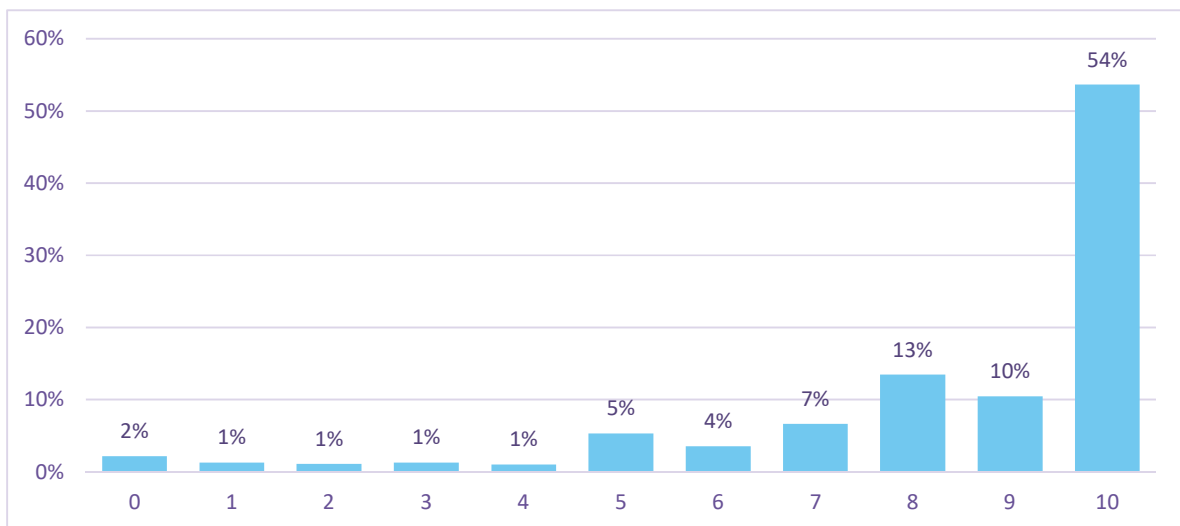
3.3.1. The level of response to the survey was good, with over 1,000 responses received, although representation from organisations or businesses was slightly lower than may have been hoped for. The sample drew from a range of demographics, although some age groups and ethnic minorities were slightly under-represented. Overall, it is considered a strong basis on which to evaluate opinions on TTIW and make changes before publishing a final version of the strategy. This section did not relate to the specifics of the strategy, so does not lead to recommendations for change, but does suggest some key lessons for the delivery of the strategy, notably:

- the approaches taken to raising awareness for the strategy were successful in engaging with and encouraging response from a high number of people;
- a continuing need to consider how best to engage with, and hear the opinions of, the widest range of our community, particularly young people and ethnic minority groups; and
- combined, walking or using a wheelchair or other mobility device are the way people travel most frequently in Watford, adding strength to the travel hierarchy that puts vulnerable road users first, and implies that delivering schemes which enable such travel will benefit the greatest number of people.

### 3.4. Respondents' Opinions on the Future of Travel in Watford

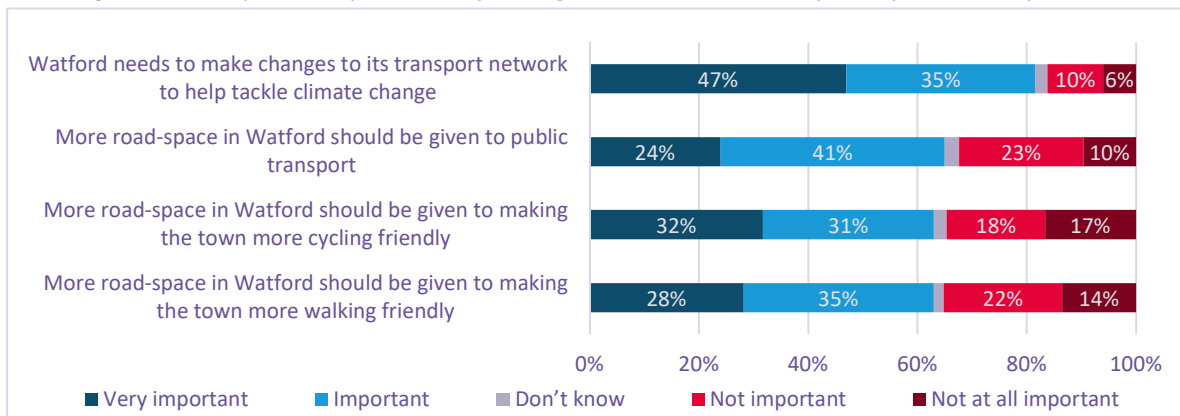
- 3.4.1. This section of the survey was focused on respondents' opinions on their preferred vision for the Future of Travel in Watford.
- 3.4.2. Question 1 asked the respondents to rate from 1 to 10 how important is it to you to make sure we have the right travel and transport solutions for Watford? (1,070 answers)
- 3.4.3. Respondents tended to place a high importance to making sure the travel and transport solutions for Watford are adequate: 84% of respondents gave an answer of 7 or greater, with 54% thinking it is of the highest importance (score of 10), and the average importance was 8.4. Only 6% of respondents rated the importance less than 5. The results are shown Figure 6.

Figure 6: How important is it to you to make sure we have the right travel and transport solutions for Watford



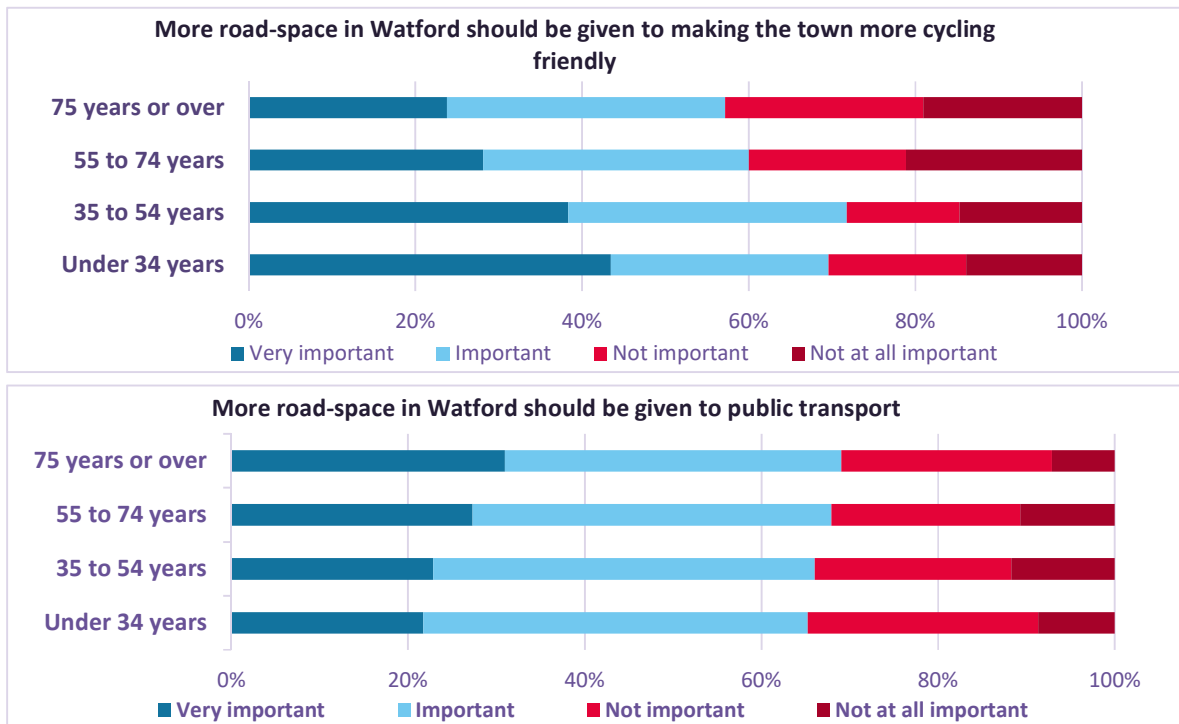
- 3.4.4. The responses to this question suggest that transport is important to nearly all respondents, given how few score less than 5 and very important to many given the high proportion scoring 7 or more. This likely reflects the key role transport plays in people's daily lives, and suggests the importance of TTIW and its successful delivery.
- 3.4.5. For question 2 (1,027 answers) the respondents were asked to rate the importance of several statements about the future of travel in Watford as *Very Important*, *Important*, *Not Important*, *Not At All Important*, or *Don't Know*. The distribution of responses is shown Figure 7 (excluding *Don't Know*).

Figure 7 - How important do you think the following statements are about the future of travel in Watford?



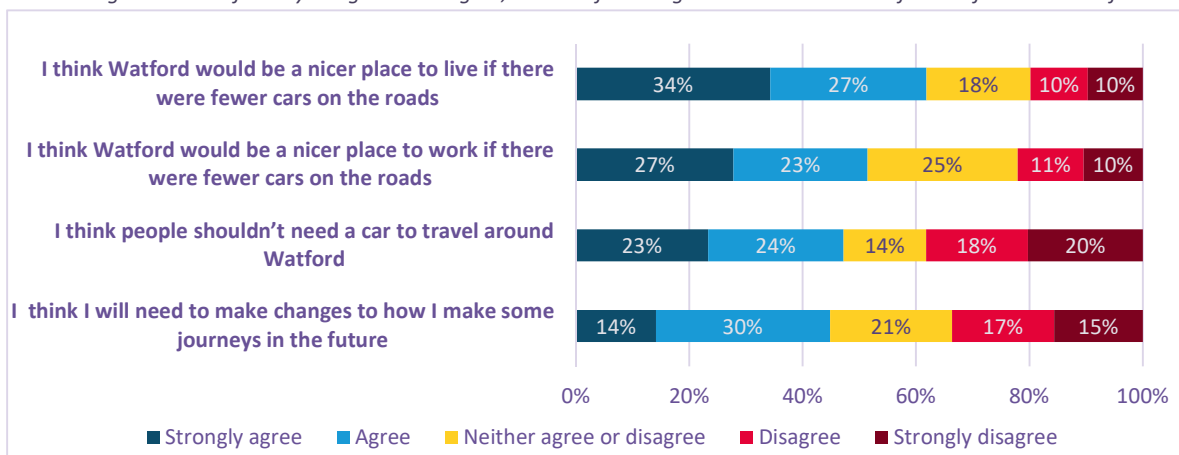
- 3.4.6. More than 80% of respondents believed it was *Important* or *Very Important* that Watford made changes to its transport network to help tackle climate change; only 16% of respondents deemed it *Not Important* or *Not At All Important*. Respondents generally believed (more than 60% deemed as *Important* or *Very Important*) more road-space should be allocated to more sustainable modes, with similar levels of support for public transport, cycling and walking.
- 3.4.7. Further analysis of the answers showed that younger respondents placed more importance on facilitating cycling, while older respondents tended to prioritise public transport (Figure 8).

Figure 8 - Respondents' opinions on road-space allocation, by age



3.4.8. Question 3 asked the respondents to rate their level of agreement with several statements as: *Strongly Agree / Agree / Neither Agree Nor Disagree / Disagree / Strongly Disagree / Don't Know* (997 answers). The distribution of responses is shown Figure 9 (excluding *Don't Know*).

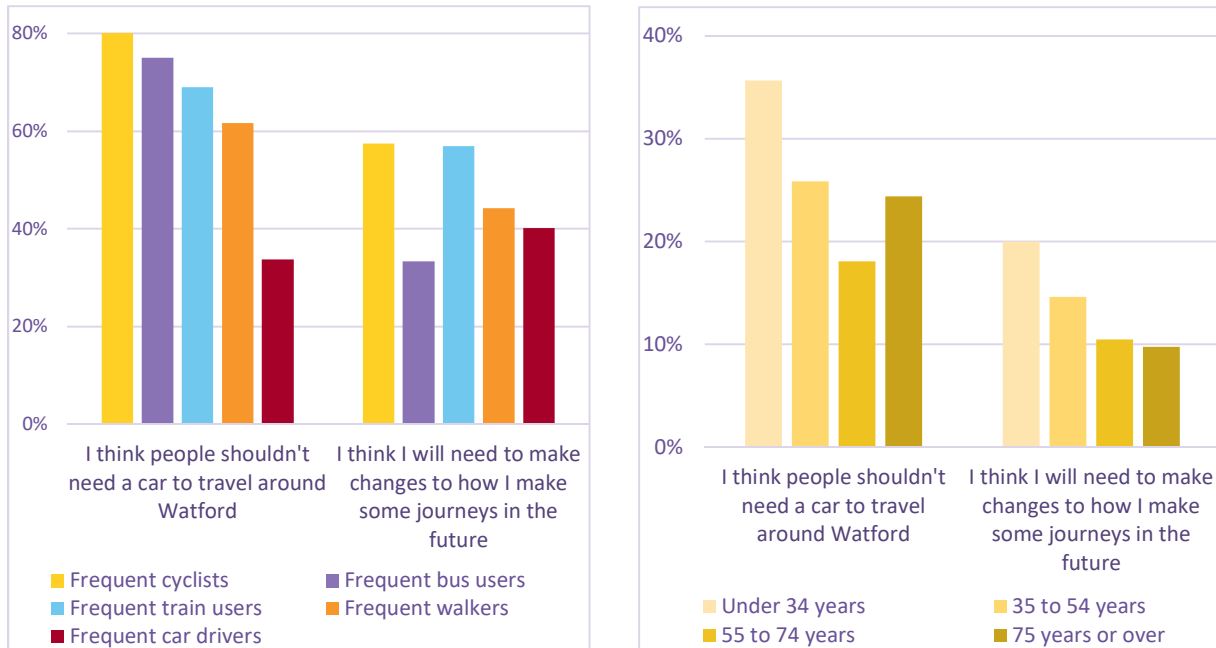
Figure 9 - How far do you agree or disagree, with the following statements about the future of travel in Watford?



3.4.9. The majority of respondents either *Agree* or *Strongly Agree* that Watford would be a better place to live (61% of respondents) and work (50% of respondents) with fewer cars on the road, with only 21% of respondents disagreeing. Respondents are split over the two following statements: 47% of respondents agree that people shouldn't need cars to travel around Watford, while 38% disagree; and only 44% of respondents agree that they will need to make personal changes to how they make some journeys in the future, with 32% disagreeing.

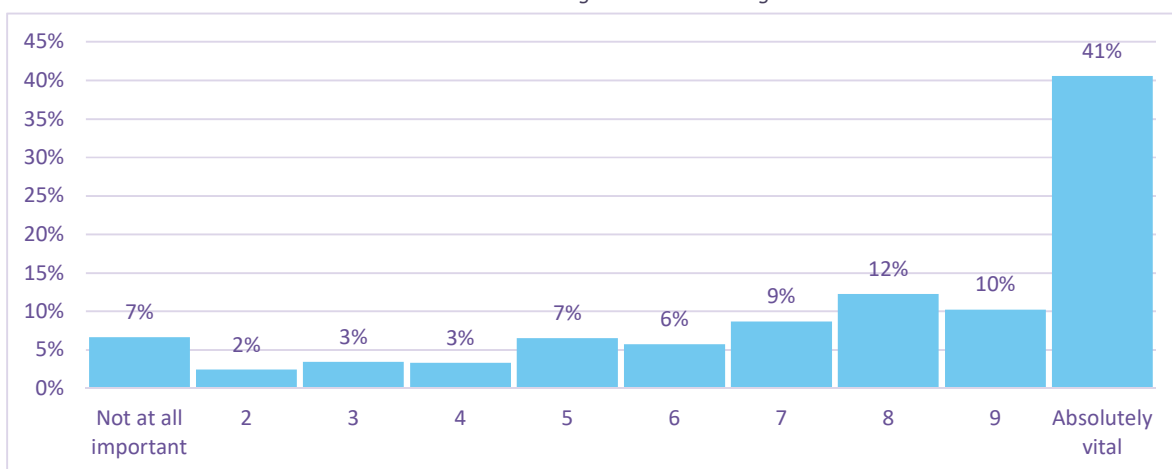
3.4.10. These results show that respondents agree that Watford would be more liveable with less cars, but they appear less committed to personal travel behaviour change. A detailed analysis of the answers showed that respondents who cycle frequently (3 days a week or more) and respondents under 35 years appear the most willing to make changes, while car drivers and older respondents (over 55 years) show less agreement. The results are shown Figure 10.

Figure 10 - Respondents who agree with statements about the future of travel in Watford, by age and frequent mode use



3.4.11. Question 20 asked on a scale of 1 to 10 with 1 being not at all to 10 being absolutely vital, how important a role do you think greener, more sustainable ways to travel are to tackling global warming and climate change? (781 answers). The responses are shown Figure 11 below.

Figure 11 - How important a role do you think greener, more sustainable ways to travel are to tackling global warming and climate change?



3.4.12. Respondents tend to agree that changing the transport sector is important to help tackle climate change, though a small minority strongly disagree. 72% of respondents rated the importance 7 or higher, and 41% deemed it *Absolutely Vital*; the average score was 7.6. 7% of respondents, however, think changing the transport sector is *Not At All Important* to climate change.

### 3.5. Future of Travel in Watford - Conclusions and Recommendations

3.5.1. Overall, respondents generally agreed that transport in Watford needs to evolve to tackle climate change, towards fewer cars on the roads and more road-space for alternative and more sustainable transportation means. A minority of respondents however appear more reluctant to change, predominantly frequent car drivers or older respondents. The questions did not relate directly to actions in TTIW, therefore do not lead to recommendations for change, but some key lessons can be drawn as follows:

- there is a strong mandate for transforming the transport network in Watford to make it more sustainable in response to the Climate Change Emergency;
- re-allocating road-space to walking, cycling and public transport has majority support;
- most people believe that Watford would be a nicer place to live with fewer cars; and
- fewer people believe that they personally should change their travel behaviour than support the overall concept of a more sustainable transport network, implying a continued to provide the support required to enable people to re-think how they make some of their journeys.

### 3.6. Respondents' Opinions on the Objectives

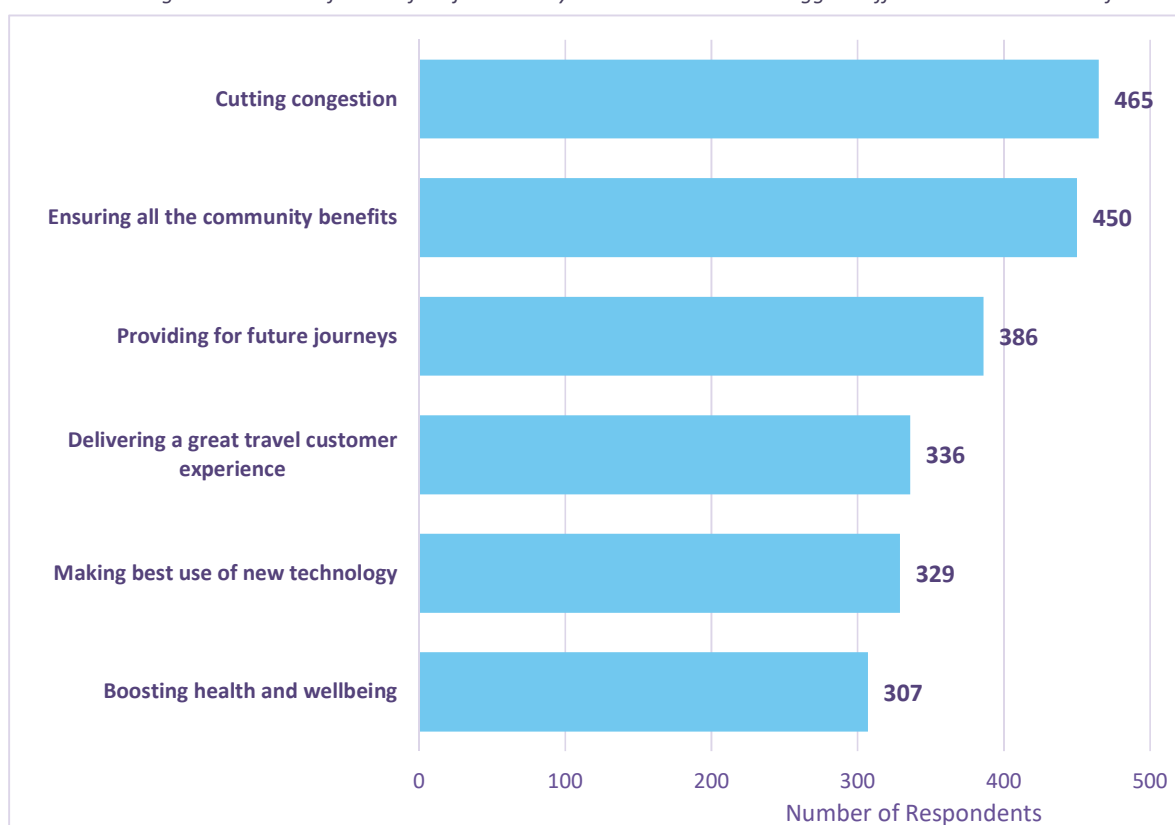
3.6.1. This section aimed to understand respondents' opinions on the Objectives set out within TTIW. Question 4 (938 answers) asked the respondents: *Which of the draft objectives do you think will make the biggest difference to travel in Watford? Please choose your top three.* The objectives are:

- **Boosting health and wellbeing:** encouraging people to choose healthier ways to travel that keep them fit and active and also improve air quality and make our streets safer.

- **Making best use of new technology:** providing green and environmentally friendly travel solutions.
- **Delivering a great travel customer experience:** promoting high quality, easy to use travel options.
- **Providing for future journeys:** investing in efficient and green ways to travel for both current and future residents and businesses.
- **Ensuring all the community benefits:** making sure no one is left behind in terms of ways to travel and making the most of our town: offering equality of access to transport for all.
- **Cutting congestion:** cutting the number of cars on the roads by making cycling, walking or public transport the first choice for many local trips.

3.6.2. The number of respondents who chose each of the objectives in their top three are shown in the figure below.

Figure 12 - Which of the draft objectives do you think will make the biggest difference to travel in Watford?



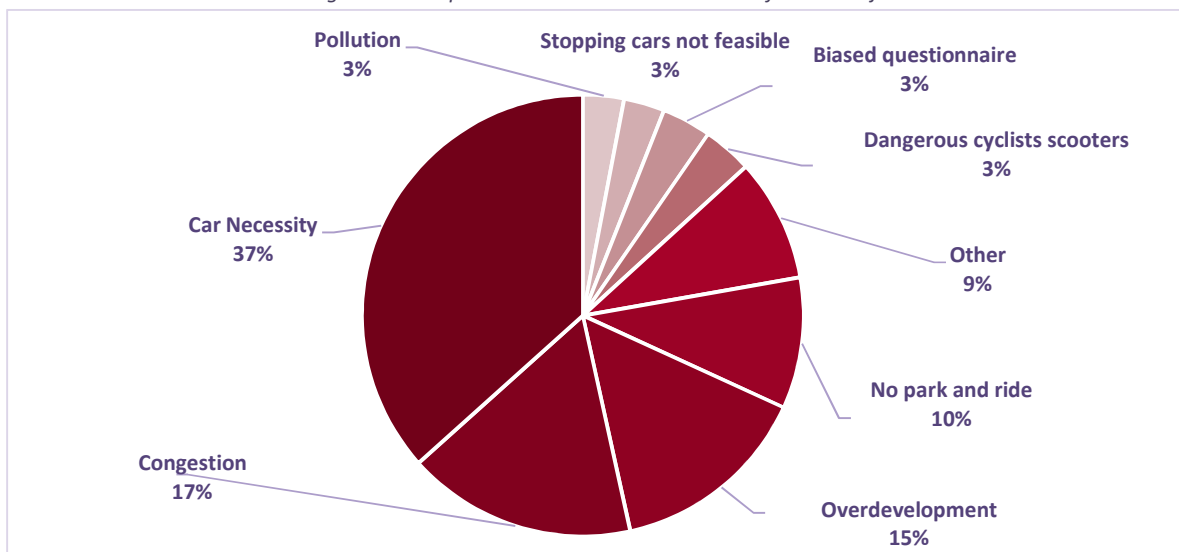
3.6.3. The respondents could choose their preferred three objectives. The results, shown in Figure 12, do not show a significantly marked preference from the respondents, but *Cutting congestion* appears to be the most important priority for respondents (chosen by 465 respondents out of 938), followed by *Ensuring all the community benefits* from the measures (450 respondents). The respondents gave the least importance to the *Boosting health and wellbeing* objective (307 respondents).

3.6.4. The respondents were then asked in question 5: *Do you have any further comments on our draft travel objectives?*



- 3.6.5. Question 5 was open-ended and gave the respondents the option to comment on the objectives. There were 472 recorded answers, coded into 787 separate sentiments. The sentiments were divided into three response types: concerns (42% of sentiments), suggestions (54% of sentiments) and general support (4% of sentiments). Most comments did not relate specifically to the objectives.
- 3.6.6. Among the concerns, the sentiments were divided into several categories, presented in Figure 13: car necessity (37% of concerns), congestion (17%), overdevelopment (15%), park and ride (10%), dangerous cyclists or scooters (3%), biased questionnaire (3%), stopping cars not feasible (3%), and pollution (3%).

Figure 13 - Respondents' concerns about the draft travel objectives



- 3.6.7. 37% of sentiments expressing concerns were linked to the respondents' perceived continued need for cars, which they felt would be hindered by the strategy. In particular, respondents felt disabled or elderly people's needs for cars were not reflected or taken into account by TTIW, or that the lack of alternative public transport options prevented people from eliminating their need for cars. Some were also worried about the lack of support for families with children, for whom alternative means of transport to cars were thought to be impractical or too expensive. Other concerns were linked to shopping needs, work-related travelling or weather.

*"we need to remember that disabled people may struggle if they can't easily access the town centre. (...) We risk cutting these people off from the town centre."*

*"The main reason that I keep using my car in Watford is the bus service is too expensive and infrequent...sort out the buses and I would definitely leave the car at home."*

- 3.6.8. Some respondents were concerned the measures planned in TTIW would increase congestion. This was often linked with the concern that new developments would result in an

increase of vehicles on the road network, which respondents felt is already saturated, going against the strategy objectives.

*“The reality is you need to make driving easier in Watford. It’s evident that your attempts to get people walking or cycling just causes cars to get stuck in traffic jams for hours, increasing carbon dioxide.”*

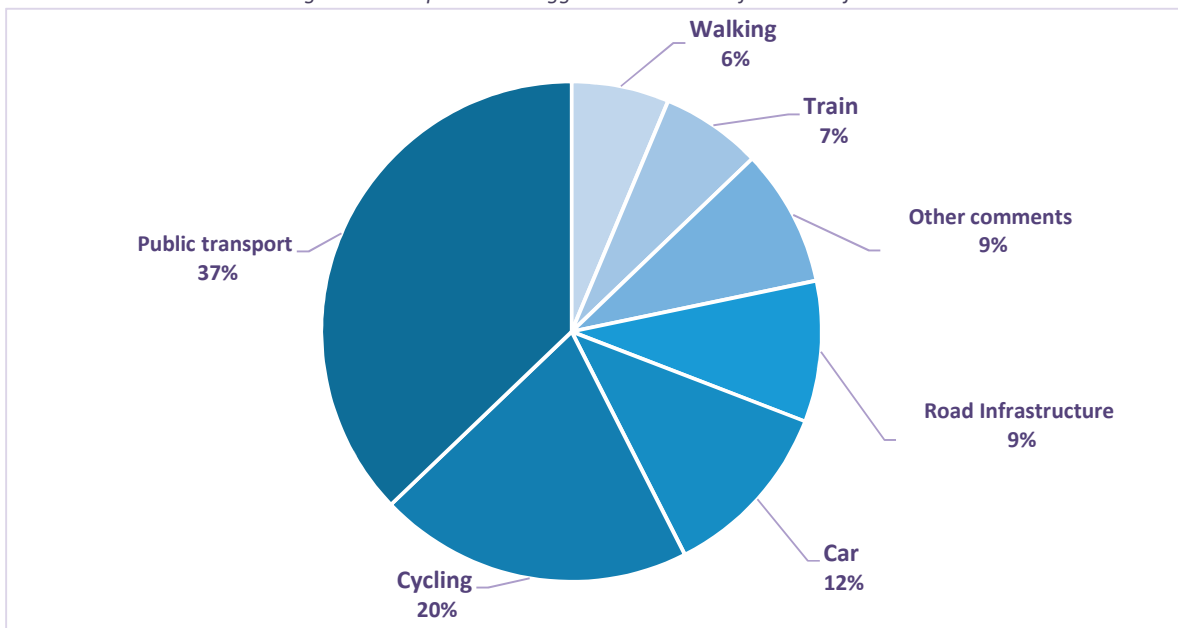
*“Endless, large-scale residential developments are only going to make matters worse.”*

3.6.9. 10% of Concerns were linked to the proposed creation of a Park-and-Ride, mostly because of its impact on neighbouring areas, especially Kings Langley. Respondents felt it would move the congestion issue from Watford to its surroundings, and take up Green Belt land.

*“Introducing a park and ride in Kings Langley to service Watford simply moves the congestion and pollution out of Watford into a small neighbouring village which is immoral and a disgusting idea.”*

3.6.10. The most frequent suggestion types identified in the comments related to improvement to public transport (37% of suggestions), cycling (20%), car infrastructure (12%), road infrastructure (9%), trains (7%), and walking (6%). The results are shown Figure 14.

Figure 14 - Respondents' suggestions on the draft travel objectives



3.6.11. The most frequent transport mode identified for which people made suggestions for improvement was public transport, with 30% of suggestions on public transport focused on reducing cost, and 20% on expanding the network. Respondents also suggested improvements to reliability, frequency and accessibility.

*“In order for this to work the public transport needs to be a lot more affordable.”*

*“If you really want to reduce congestion in and around Watford maybe you need something radical like free buses. At the moment buses are costly, slow and infrequent to many parts of the town”*

- 3.6.12. 30% of suggestions regarding cycling requested safer routes. Respondents also suggested creating additional, well-connected cycle lanes, which are segregated, and well maintained. A number of respondents suggested expanding the use of electric scooters, either private or for hire.

*“Cycling and pedestrian safety should be prioritised by improving junction layouts as this is where most injuries take place. Cycle routes should include alternative 'back roads or off-road' routes for non-confident cyclists.”*

*“Cycling is a green and healthy solution. We must have safe cycle roads, safe storage, free checks and repair services.”*

- 3.6.13. Respondents who made suggestions about cars proposed encouraging electric cars use, by implementing more charging stations. Other suggestions insisted on the need to reduce overall car numbers, for instance with the implementation of car clubs. Suggestions were made on parking, proposing to add parking spaces or ban pavement parking in equal measure, to increase parking charges, or to provide free parking for electric cars.

*“You also need to encourage and support people to go electric/hybrid...All new housing developments should be built with charging points. All car parks should have charging points.”*

- 3.6.14. The other modes gathered fewer comments. The majority of suggestions regarding road infrastructure were to improve traffic flows, there were also comments to improve road maintenance or to decrease traffic speeds. Suggestions on trains centred on requests to expand the network, decrease the prices, but mostly to extend the Metropolitan Line to Watford town centre. Respondents commenting about walking suggested increasing pedestrian safety, creating more crossings, improving pavement maintenance and incentivising people to walk more.

*“I worry for my kids walking along Bushey mill lane where cars race along at way above the 30mph limit. Can all of Watford be reduced to 20mph, not just the quieter residential streets, and it be enforced?”*

*“Rather more costly would be to support the Croxley Link, but it might help reduce car usage.”*

*“please install a set of traffic lights and a safe crossing on Rickmansworth Road, opposite Cassiobury Park entrance, as pedestrians are currently running across a dual carriage way to get to/from the park.”*

### 3.7. Objectives - Conclusions and Recommendations

- 3.7.1. When presented with the objectives, priorities were spread across the six presented, with a reasonably narrow range between the most popular and least popular. Cutting congestion

was the most popular objective, with ensuring all the community benefits a close second. Improving health through better transport was the least popular objective.

- 3.7.2. When given the opportunity to comment on the objectives, most respondents gave opinions on the actions within the strategy rather than the objectives. Concerns were mostly related to the fear the actions proposed by the strategy would create more difficulties for travel, in particular by car; and the lack of options proposed for those among the respondents who had no choice but to use cars. Positive suggestions focused on greater improvement to public transport and cycle networks, and the need to develop infrastructure for electric cars.
- 3.7.3. The key lessons that can be drawn from this section, most of which relate to the delivery of the strategy, are:
- cutting congestion and equality of transport provision are the highest priority amongst respondents, which should be taken into account in prioritising the actions for delivery;
  - the health benefits of improving transport are either not a priority or not well recognised, suggesting a need to strengthen messaging around both personal and societal health and wellbeing benefits derived from more active travel;
  - significant concern exists that it is not possible to give up car travel and measures that encourage people to do so will impinge on their quality of life, this emphasises the need to provide alternatives to car-ownership and provide the training, support and information people need to change their behaviour, as set out in the draft strategy; and
  - making public transport cheaper and increasing its coverage is seen as key factor for many people in enabling more sustainable travel, which should be picked up in the strategy.

**Recommended changes to Transforming Travel in Watford:**

- Strengthen the commitment to work with bus providers to offer improved service provision and better value fares.

### 3.8. Opinions on the Proposed Actions

- 3.8.1. This section of the survey covered respondents' views on the Actions proposed in TTIW. Questions 6 through 18 asked the respondents to *Strongly Agree, Agree, Neither Agree Nor Disagree, Disagree* or *Don't Know* to a list of proposed Actions.
- 3.8.2. The results are presented below in two ways. Figure 14 shows the agreement levels of the respondent, from Strongly Agree to Strongly Disagree, as percentages, ordered by proportion who stated either *Strongly Agree or Agree*, from greatest to fewest.
- 3.8.3. Table 1 displays a net agreement rating. For each action the responses were scored as follows:
- Strongly Agree: +2
  - Agree: +1
  - Neither Agree Nor Disagree or Don't Know: 0
  - Disagree: -1
  - Strongly Disagree: -2
- 3.8.4. These scores were combined to provide a ranked scoring of the agreement level with the actions, which ranged from +1.14 to -0.35. The percentage of respondents who agreed with the action is also shown for comparison.

Figure 15 - How far do you agree or disagree with the following proposals?

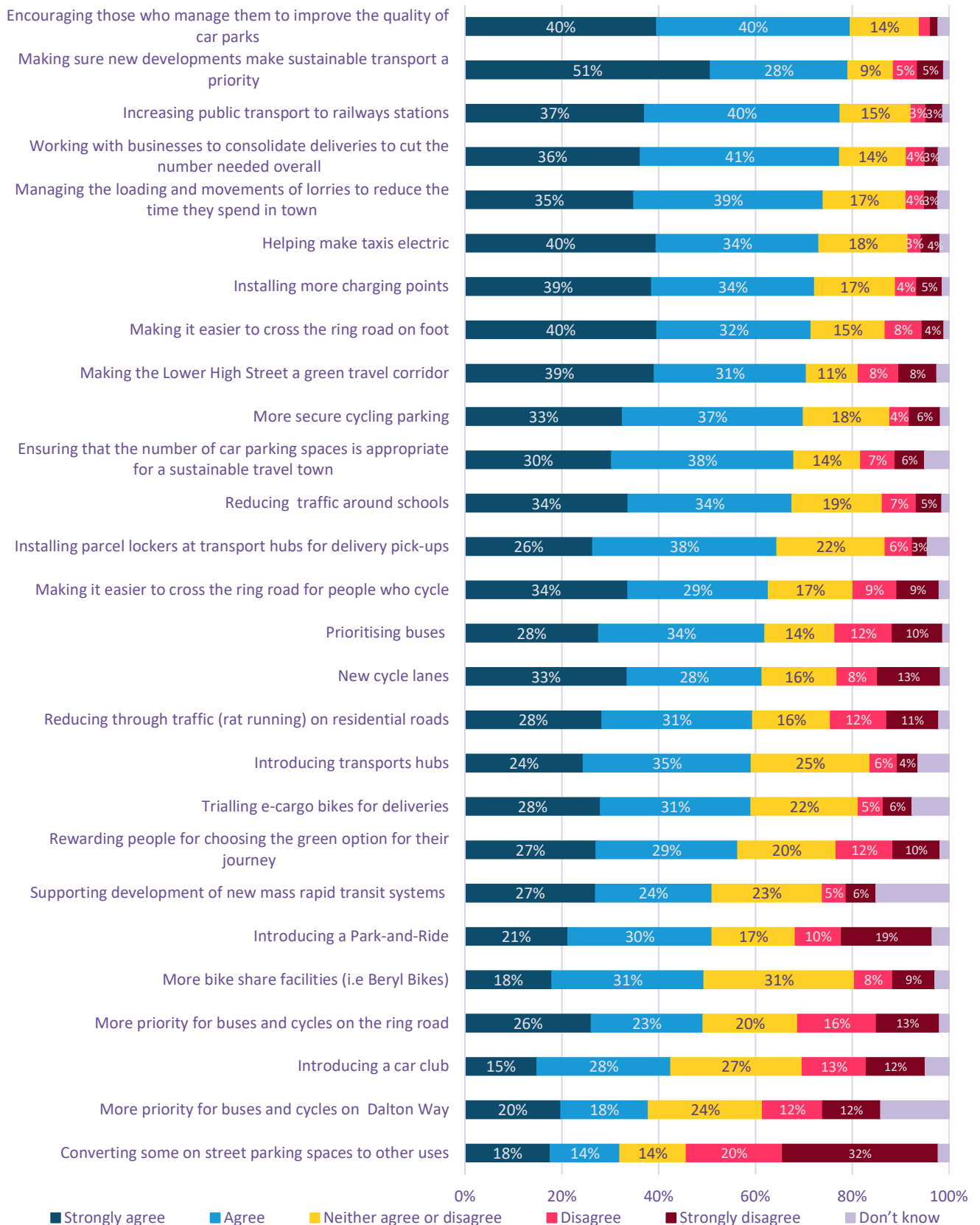
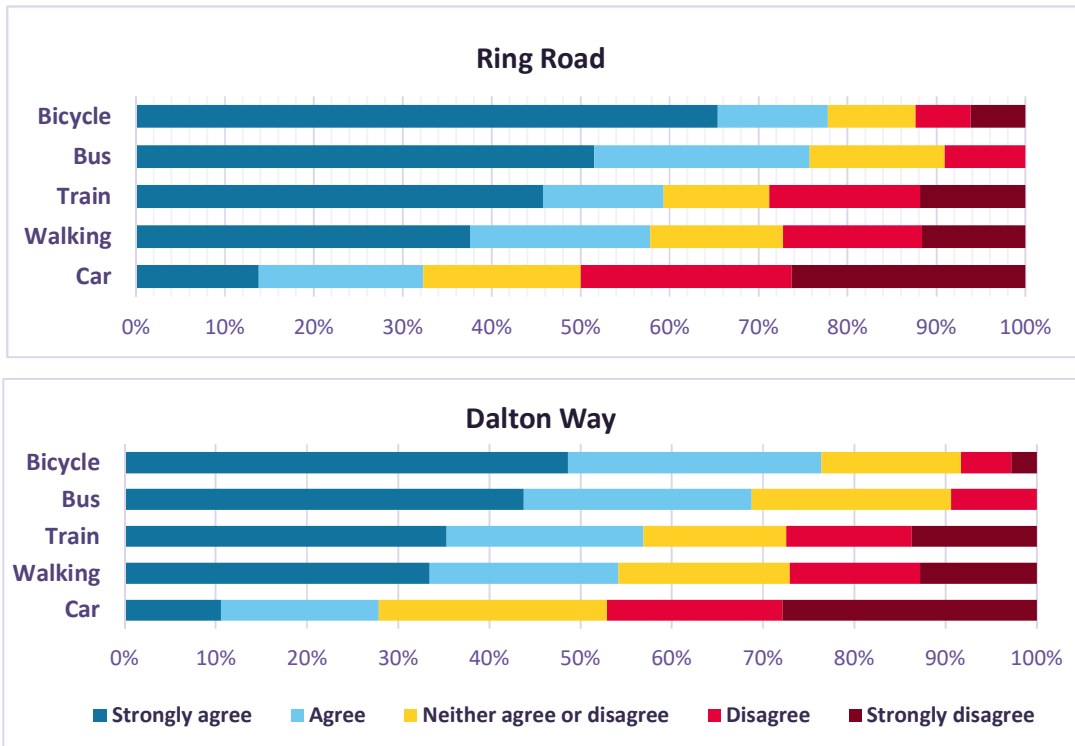


Table 1 - Rating given on the proposed TTIW actions based on the respondents' responses, and total agreement

Proposed Actions	Net Agreement Rank	Net Agreement Place	Total Agreement	Agreement Place
Making sure new developments make sustainable transport a priority	1.14	1	79%	2
Encouraging those who manage them to improve the quality of car parks	1.14	2	80%	1
Increasing public transport to railways stations	1.05	3	78%	3
Working with businesses to consolidate deliveries to cut the number needed overall	1.04	4	77%	4
Helping make taxis electric	1.02	5	73%	6
Managing the loading and movements of lorries to reduce the time they spend in town	1.00	6	74%	5
Installing more charging points	0.96	7	72%	7
Making it easier to cross the ring road on foot	0.95	8	72%	7
More secure cycling parking	0.86	9	70%	10
Making the Lower High Street a green travel corridor primarily for walking, cycling and public transport	0.86	10	71%	9
Reducing traffic around schools	0.84	11	68%	11
Installing parcel lockers at transport hubs for delivery pick-ups	0.79	12	64%	13
Ensuring that the number of car parking spaces is appropriate for a sustainable travel town	0.79	13	68%	11
Trialling e-cargo bikes for deliveries	0.70	14	59%	17
Making it easier to cross the ring road for people who cycle	0.70	15	63%	14
Introducing transports hubs	0.69	16	59%	17
Supporting development of new mass rapid transit systems	0.61	17	51%	21
New cycle lanes	0.61	18	61%	16
Prioritising buses	0.57	19	62%	15
Reducing through traffic (rat running) on residential roads	0.55	20	59%	17
Rewarding people for choosing the green option for their journey	0.52	21	56%	20
More bike share facilities (i.e Beryl Bikes)	0.42	22	49%	23
More priority for buses and cycles on the ring road	0.33	23	49%	23
Introducing a Park and Ride	0.25	24	51%	21
More priority for buses and cycles on Dalton Way	0.21	25	38%	26
Introducing a car club	0.20	26	43%	25
Converting some on street parking spaces to other uses (e.g., for plants /seating / cycle parking)	-0.35	27	32%	27

- 3.8.5. At least 50% of respondents agreed (*Agree* or *Strongly Agree*) with all, but five of the proposed actions. All had a positive net agreement score, suggesting more people supporting than opposed. Over half of the action had at least 60% support, with the top 10 all gaining more than 70% support. The top six actions had net agreement scores over one, suggesting strong support.
- 3.8.6. Respondents tended to show the most support for measures that would facilitate personal travel now: *Improving the quality of car parks* (80% agreement), *increasing public transport to railway stations* (78% agreement), and *improving the management of deliveries* (77% and 74% agreement with the first two actions linked with deliveries).
- 3.8.7. Respondents placed a high importance in *making sure new developments make sustainable transport a priority* (79% agreement); this aligns with concerns raised in Question 5 that new development would increase congestion.
- 3.8.8. Respondents liked actions that would encourage electric car use, such as *Installing more charging points* (72% agreement) and *Helping make taxis electric* (73% agreement). Whilst lower down the order, actions that will enable active or sustainable travel have majority agreement; *new cycle lanes*, *prioritising buses*, *making it easier to cross the ring road for people who walk or cycle*, *reducing traffic around schools*, and *reducing through traffic* all had at least 59% support and an agreement rating of 0.55 or greater.
- 3.8.9. Respondents appeared indifferent to a series of specific measures, which gathered average agreement levels (between 49% and 59%) but where more than 30% of respondents were indifferent (*Neither Agree Nor Disagree* or *Don't Know*):
- Introducing transports hubs (31% indifference)
  - Trialling e-cargo bikes for deliveries (30% indifference)
  - Supporting development of new mass rapid transit systems (38% indifference)
  - More bike share facilities (i.e. Beryl Bikes) (34% indifference)
  - Introducing a car club (32% indifference)
  - More priority for buses and cycles on Dalton Way (38% indifference)
- 3.8.10. The five actions that scored less than 50% support were: *converting some on street parking spaces to other uses*, *more priority for buses and cycles on Dalton Way*, *introducing a car club*, *ore priority for buses and cycles on the ring road*, and *more bike share facilities*. Four of these five were in the bottom five on the agreement ranking, which included *introducing park and ride*, but not *more bike share facilities*. *Converting some on street parking spaces to other uses* was the only action to have a negative net agreement score.
- 3.8.11. The respondents' opinions on the actions proposing *More priority for buses and cycles on the ring road and Dalton Way* were cross-analysed with frequent mode use (3 days a week or more). The results are shown Figure 16. Unsurprisingly, frequent car drivers showed the least agreement levels for changes to the ring road: 50% disagreed, and only 32% agreed. Frequent cyclists tended to be most likely to agree (78%), followed by frequent bus users (76%), frequent train users (59%) and frequent walkers (57%). The results were similar for Dalton Way, albeit less marked.

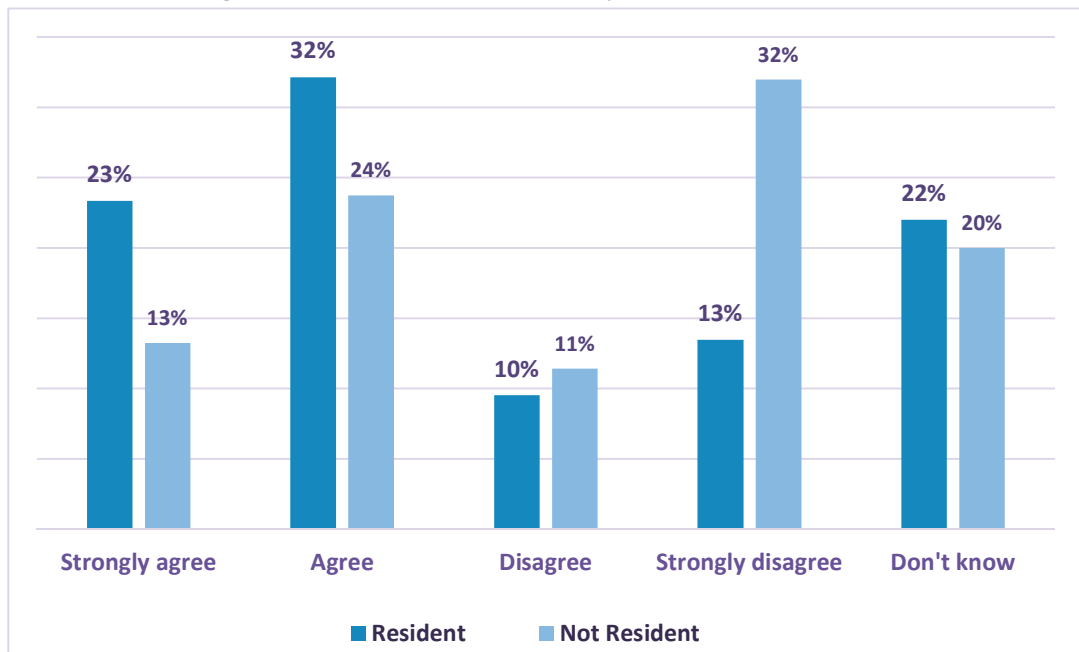
Figure 16 - Respondents' agreement levels to giving more priority for buses and cycles on the Ring Road or Dalton Way, by frequent mode use



3.8.12. 28% of respondents disagreed with the proposed creation of a park-and-ride, including 19% of respondents who *Strongly Disagree*. A cross-analysis of the answers in Figure 17 shows that non-Watford residents tend to *Strongly Disagree* with the measure (32% compared with 13% of residents), while residents tend to agree with it (55% *Agree* or *Strongly Agree*, against 37% of non-residents). Once again, this sentiment was noted in the answers to Question 5, where many non-Watford residents were concerned that a park-and-ride would increase congestion in the neighbouring areas and take up Green Belt land.

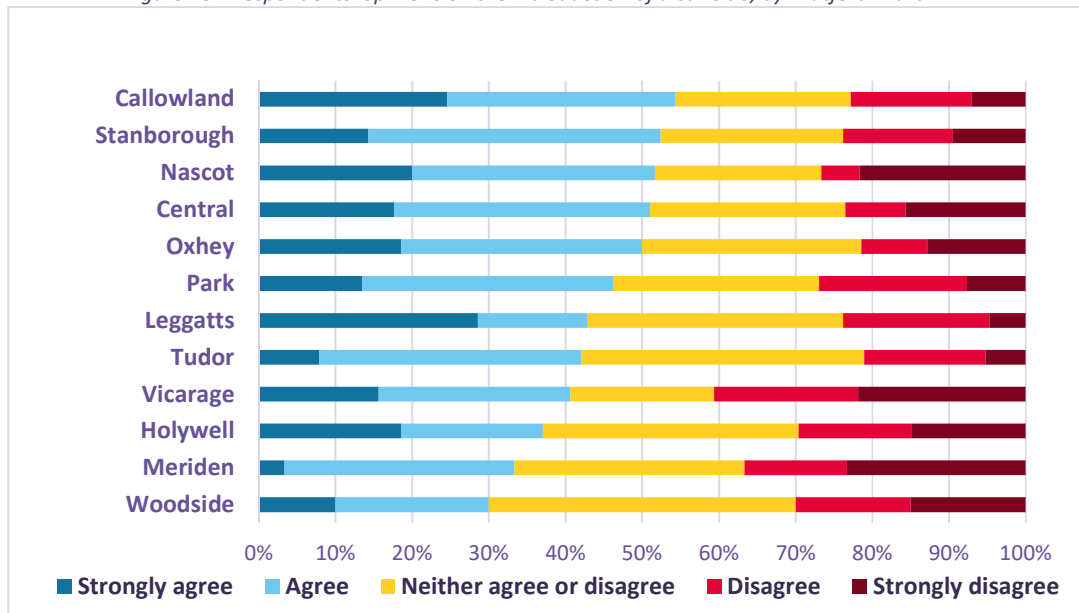


Figure 17 - Residents and Non-Residents' opinions on Park-and-Ride



3.8.13. 25% of respondents disagree with the introduction of a car-club in Watford, as shown Figure 18. When considering this question in relation to where respondents indicated they live, it was found that residents of Callowland, Stanborough, Nascot and Central are more in favour of a car-club (between 51% and 54% agreement), as opposed to Vicarage and Meriden residents (41% and 37% disagreement).

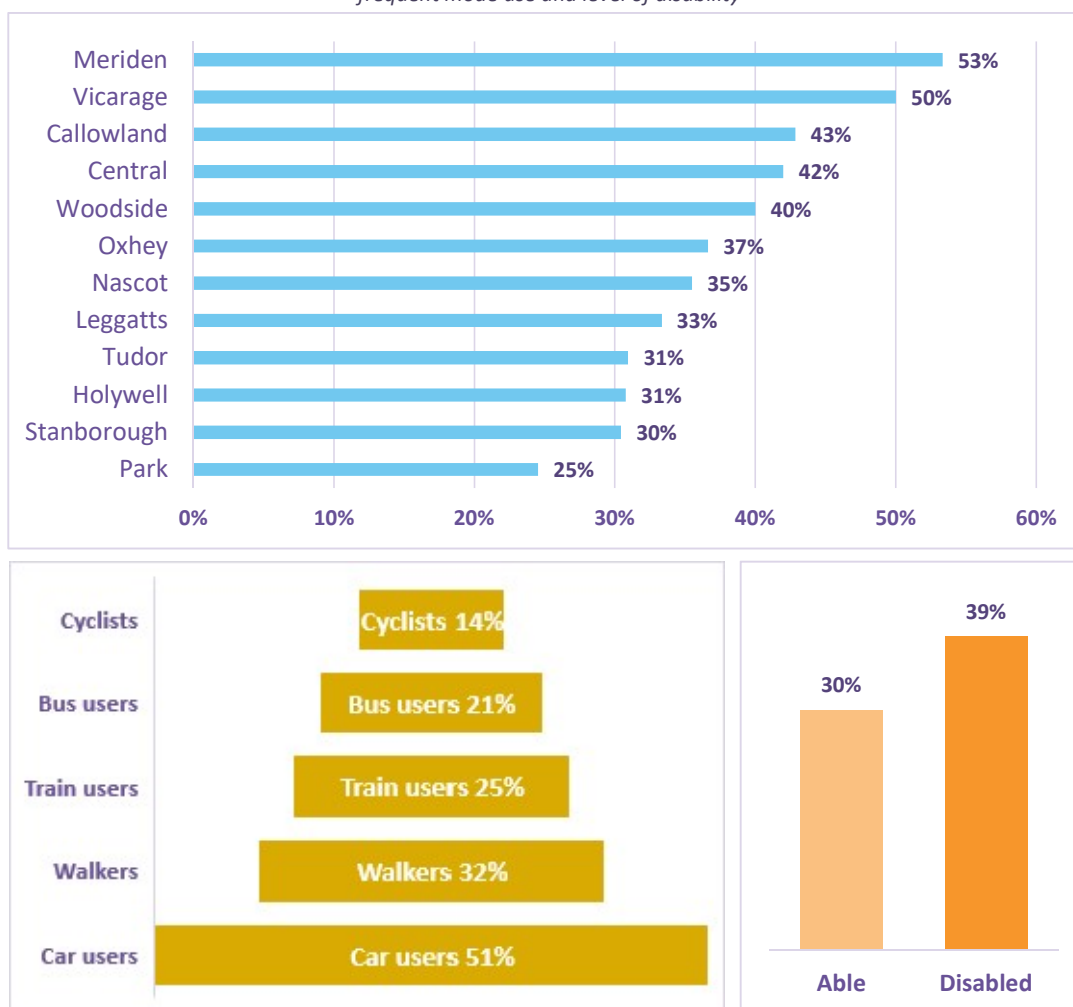
Figure 18 - Respondents' opinions on the introduction of a car club, by Watford Ward



3.8.14. The action which received the least support was *Converting on-street parking spaces to other uses*, with 52% of respondents disagreeing, including 32% of respondents who chose *Strongly*

*Disagree*. Further analysis, presented Figure 19, found that frequent car users were more likely to strongly disagree with the measure: 51% of the respondents who indicated driving three days a week or more *Strongly Disagreed*, against 14% of frequent cyclists, 21% of frequent bus users, 25% of frequent train users and 32% of frequent walkers. Furthermore, disabled respondents were found to be more likely to oppose the action (39% *Strongly Disagreed* against 30% of able-bodied respondents), as well as Watford residents, in particular those from the Meriden or Vicarage wards (53% and 50% *Strongly Disagreed*).

Figure 19 - Respondents disagreeing with converting on-street parking spaces to other uses, by Watford Ward, frequent mode use and level of disability



3.8.15. This echoes the concerns of the respondents identified in Question 5, where the fear of not being able to use their cars when necessary was marked (in particular amongst elderly or disabled people). The results to this question may suggest people assumed this measure would lead to removal of their parking spaces (which may be in high demand) rather than enabling under-utilised or unnecessary on-street parking to be better used.

3.8.16. As a summary of the findings of Questions 6 - 18, respondents tend to prioritise the Actions that would facilitate their current travelling habits, and to disagree with those that could force them to change their behaviour, mostly by making car travel more complicated (prioritising

alternative travel means, converting parking spaces). The respondents' concerns with over-development, congestion, and their continued need for cars in specific instances identified in Question 5, can be seen in their most and least preferred Actions.

3.8.17. Question 20 asked the respondents *Which of the following actions we have set out in the draft Strategy do you think will have the biggest impact on changing how we travel in Watford?* Respondents could select three items from the list shown in Figure 20 (808 answers), where the actions were grouped by theme. The answers are broken down by age, as shown Figure 21.

Figure 20 - Which of the following actions we have set out in the draft Strategy do you think will have the biggest impact on changing how we travel in Watford?

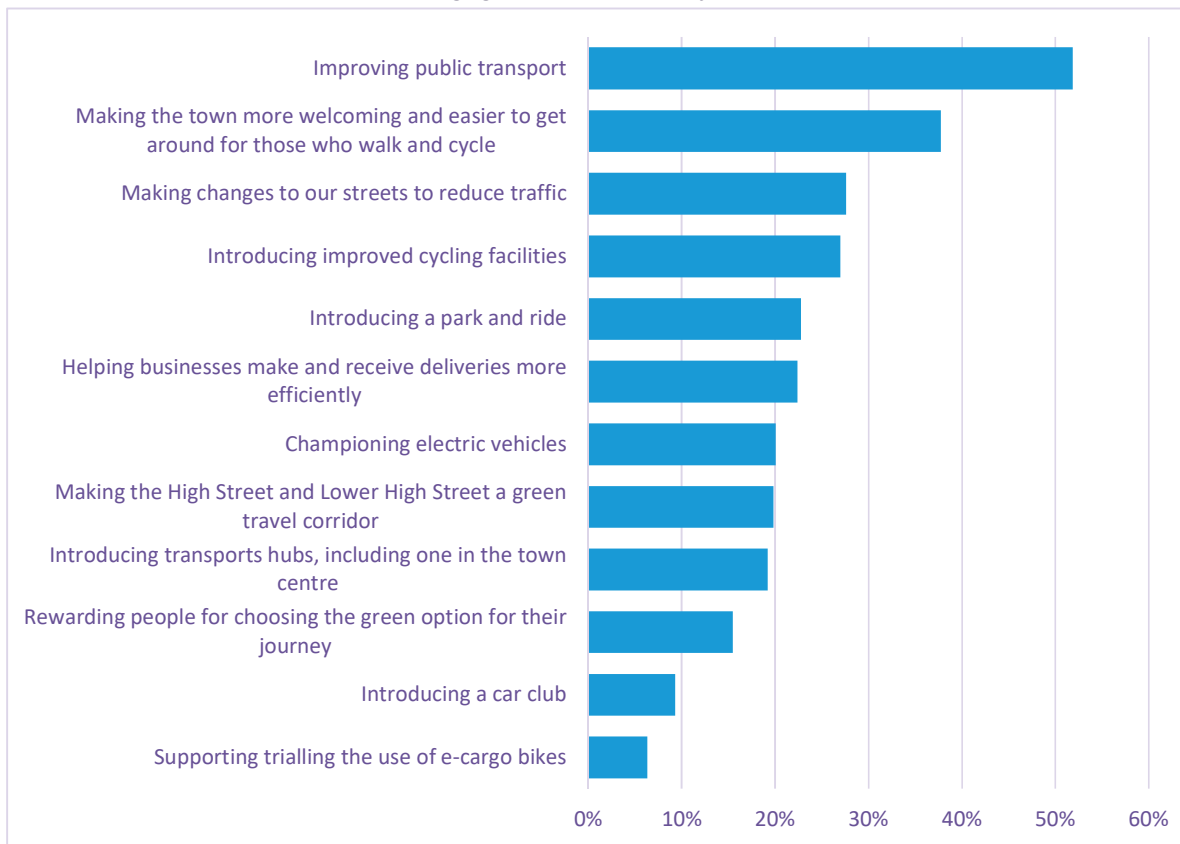
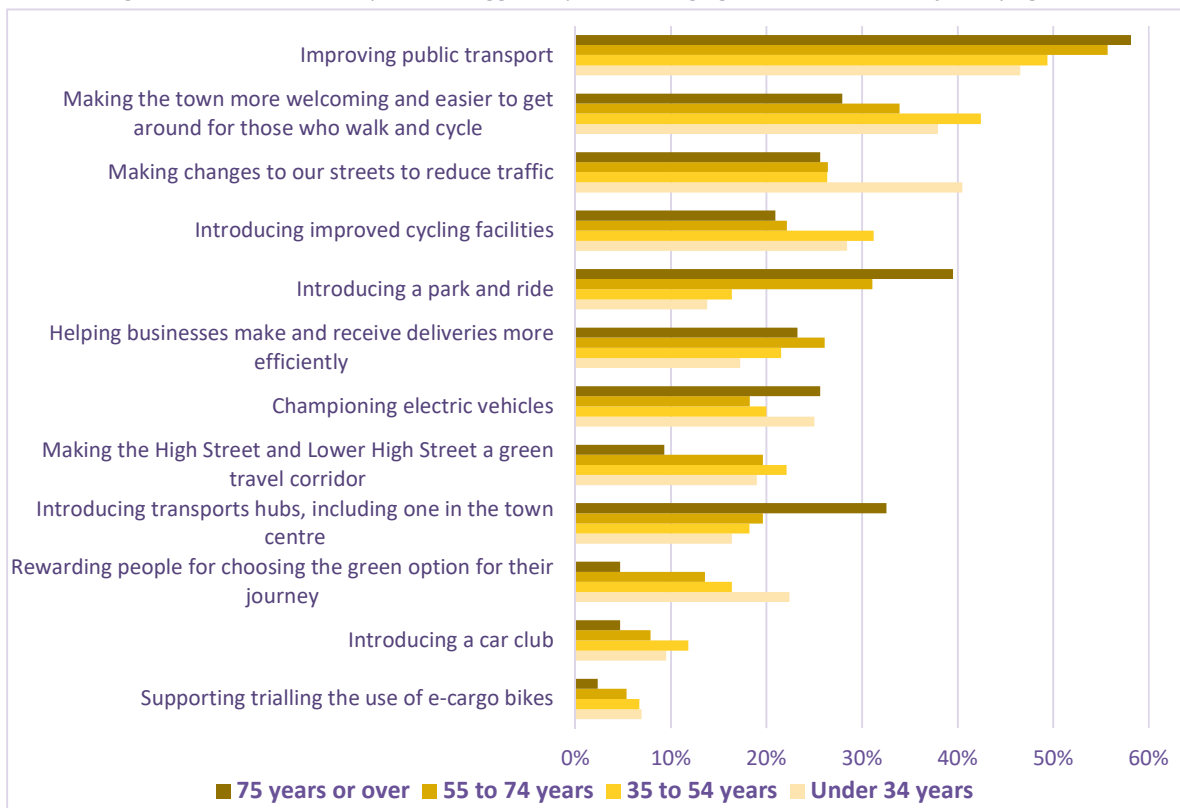


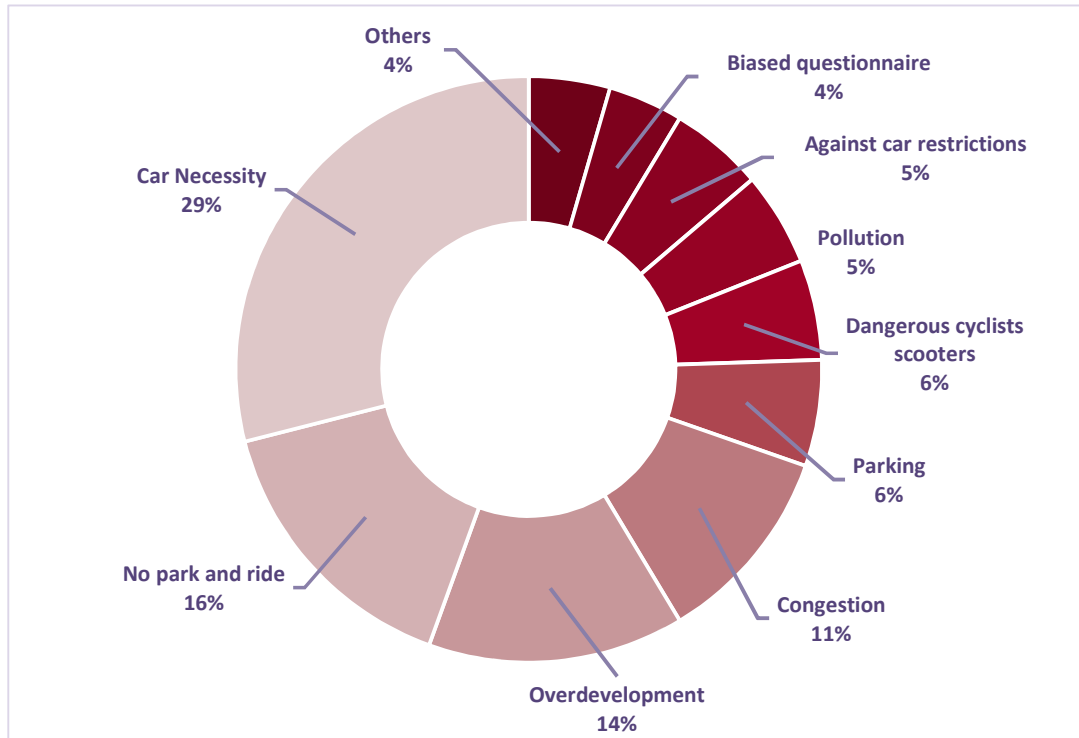
Figure 21 - Actions with the perceived biggest impact on changing how we travel in Watford, by age



- 3.8.18. The action that was perceived by the respondents as likely to have the biggest impact on their travel habits was *improving public transport* (52% of respondents), followed by *facilitating cycling and walking* (38%), *reducing traffic* was also seen as effective (28%). These themes confirm the respondents' priorities identified in Question 5: public transport and cycling, and concerns about congestion and the continued need for cars. Older respondents were more likely think improved public transport would change how they travel, whilst younger people were more likely to think they would change as a result of facilitating walking and cycling, plus reducing traffic.
- 3.8.19. Comparing the results of Questions 6-18 and Question 19 shows that while the respondents agree more with measures that would facilitate their current travel habits (improving car parks, connecting train stations, managing deliveries to cut congestion), they also state that the actions that would help them change their travel habits are improving public transport, cycling and walking infrastructures.
- 3.8.20. Question 21 was open-ended and gave the respondents the option to comment on the proposed actions, *Do you have any other comments on our proposed actions to deliver our Transforming Travel in Watford Strategy?* There were 481 recorded answers, which have been coded into 817 separate sentiments. The sentiments were, as with for Question 5, divided into three response types: Concerns (35% of sentiments), Suggestions (59% of sentiments) and General Support (6% of sentiments).
- 3.8.21. The answers recorded for Question 21 are very similar to those recorded in Question 5 in terms of themes and sentiments, even though the proportions vary slightly.

3.8.22. Among the concerns, the sentiments were divided into several categories: car necessity (29% of concerns), park and ride (16%), overdevelopment (14%), congestion (11%), parking (6%), dangerous cyclists or scooters (6%), pollution (5%), against car restrictions (5%), and biased questionnaire (4%). They are shown Figure 22.

Figure 22 - Respondents' concerns on the TTIW Actions



3.8.23. The most frequently cited concern with the actions is a belief in the continued need for cars due to age, disability, families, the lack of alternative, shopping, work or weather, and this will be hindered by the strategy measures.

*“The car should still be an option [...] and forcibly hindering drivers would only cause further issues. Cars will still be needed for the foreseeable future and proposed alternatives are not as good.”*

*“Everything you have proposed is for the fit, relatively young, financially well-funded.”*

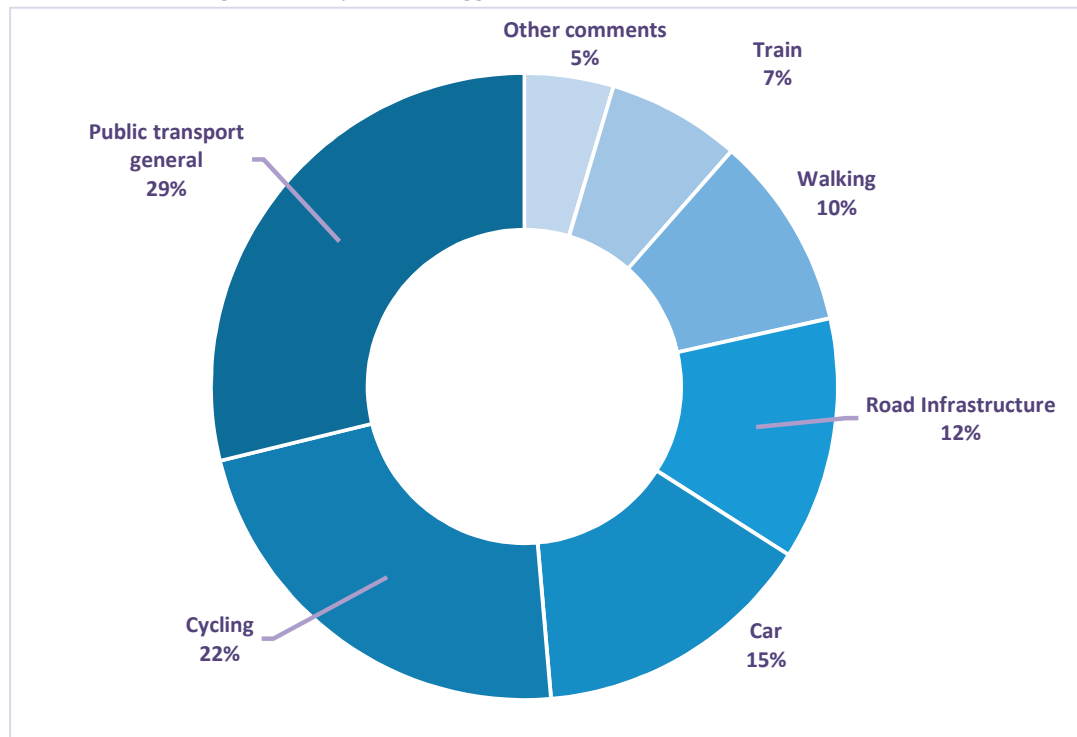
3.8.24. Concerns regarding Park-and-Ride were also clear, with respondents fearing its implementation would increase congestion and pollution, in addition to degrading Green Belt land.

*“As a car driver, cyclist and walker I am prepared to accept that we can’t continue with one car per person, not keep sacrificing land to the car. A Park and Ride in Kings Langley would lead to inevitable congestion and is not environmentally sound.”*

*“This objective may well reduce the number of vehicles travelling into Watford town centre, but shows a total disregard of the impacts on an historic village just outside Watford.”*

3.8.25. The most frequent theme of suggestions identified in the comments and shown Figure 23 was Public Transport (29% of suggestions), followed by cycling (22%), car (15%), road infrastructure (12%), walking (10%), and train (7%).

Figure 23 - Respondents' suggestions on the TTIW Actions



3.8.26. Suggestions on public transport focused on its price, reliability, frequency, and connectivity. Regarding cycling, respondents suggested more and safer cycle lanes, better maintained and segregated, as well as requesting improvements and expansions to the Beryl Bike Scheme. Suggestions about cars mentioned encouraging electric cars use, reducing overall car use and adding cycle parking spaces. Suggestions on road infrastructure were mainly to decrease traffic speeds, while safer pedestrian routes and the extension of the Metropolitan line were linking to walking and train infrastructure.

*“We need reliable regular transportation and transport hubs in other parts of Watford, not just town centre, to enable customers to get from C to E to G without having to change buses in the town centre”*

*“Make cycling easier and safer by building proper segregated cycle routes, not painting cycle lanes in the road. Make all one-way residential roads two way for cycles. Where possible, build a cycle path between two cul-de-sacs. Upgrade footpaths and remove all no cycling signs”*

*“Rephrase the traffic lights to sensor so they can let traffic through at quiet times so vehicles aren't sitting unnecessarily at red lights when there's no other traffic on the road.”*

*“I would be happy to walk more, but I don't feel safe fear of being attacked or hit by a bike or scooter”*

### 3.9. Opinions on the Actions – Conclusions and Recommendations

3.9.1. This section provided valuable feedback on the perception of the action, with key lessons including:

- there is majority support for nearly all actions proposed by TTIW, with only one action having a net negative agreement value, suggesting a mandate to deliver these actions;
- the greatest support was for actions that might have immediate direct benefits to individuals, such as improving car parks, or were focused on changing things that did not directly relate to their behaviour, for example making sure new development was sustainable, or consolidating deliveries;
- less popular actions were those that suggested significant, and potentially temporarily disruptive, change to the ring road or Dalton Way as well as the suggestion of removing on-street parking, implying that when and how these are delivered should be carefully planned;
- Actions that would prioritise public transport, cycling and walking infrastructure and reduce traffic had majority support and were reported as the ones that would be most likely to change people's behaviour, plus were the focus of comments providing additional suggestions for the strategy, indicating they should be considered a priority for delivery; and
- concerns expressed with the strategy actions generally focused on a belief in the continued necessity of the car for personal travel, park and ride and a distrust of the level of new development planned in Watford, suggesting a need for further engagement and consultation in establishing the feasibility of these.

#### **Recommended changes to Transforming Travel in Watford:**

- Strengthen commitment to further engagement and establishing feasibility of park and ride.
- Ensure that major transformational changes to ring road and Dalton Way are long term schemes that follow-on from delivery of other measures that enable sustainable travel.
- Consider geographical focus of re-allocation of on-street car parking.
- Emphasising in communication that individual behaviours will need to change to address the Climate Emergency.
- Ensure that whilst sustainable travel modes are prioritised, those who must drive can continue to do, and can access all areas of the town.

## 4. Long Form Responses

### 4.1. Introduction

- 4.1.1. 38 longer responses were received from businesses, organisations or residents sent to the transport strategy email account, directly to officers or the Mayor of Watford, or via extended comments within the online survey. Each of these responses is summarised in turn in the following two sections.

### 4.2. Organisation Responses

#### *Councils, Public Bodies, National Charities and Transport Operators*

##### Dacorum Borough Council

- 4.2.1. Dacorum Borough Council (Dacorum) indicated overall support for the aims of TTIW, and believe these will have a positive effect in relation to the climate change emergency, health and well-being, and quality of life. Concern is expressed with respect to the potential future delivery of Park and Ride near Kings Langley. This concern relates to:

- impact on local residents;
- requirement for development on Green Belt land;
- conflict with sustainable transport strategy for Hemel Hempstead;
- impact of increased car journeys in the areas, particularly in relation to existing congestion plus air quality issues;
- extent park and ride can facilitate overall modal shift away from private car use; and
- absence of transport modelling or viability testing to date.

- 4.2.2. Dacorum set out a desire to work closely with Watford Borough Council and Hertfordshire County Council as TTIW evolves.

##### Transport for London

- 4.2.3. Transport for London indicated support the proposed actions and targets within TTIW and stated that they aligned with the aims of the London Plan and Mayor's Transport Strategy. They identified potential for collaboration with neighbouring London Boroughs on freight consolidation.

##### West Midlands Trains / London Northwestern Railways

- 4.2.4. West Midlands Trains were supportive of TTIW. They believed that park and ride would only work as a part of a wider holistic parking and land use policy. They also identified a number of areas that they saw as priorities, namely:

- prioritising buses alongside cycling on major routes;
- focusing on junctions for improvements to cycling and walking infrastructure;
- cycle routes to include quiet or off-road routes for the less confident; and
- electric vehicle charging to be enabled at all rail stations in the borough.

##### West Hertfordshire Hospitals NHS Trust (WHHT)

- 4.2.5. WHHT indicated strong support for TTIW. They felt the objectives of the strategy aligned with their twin challenges of achieving carbon neutrality and improved travel and access to their hospitals. They committed to pro-actively working with Watford Borough Council and



Hertfordshire County Council in delivering TTIW, identifying a several areas for potential collaboration as well as establishing a joint steering group to achieve this.

#### Hertfordshire Public Health

4.2.6. Hertfordshire Public Health indicated support for the strategy and the objective of improving health and wellbeing. A number of additional suggestions were proposed, focused on embracing wider aims of reducing social and health inequality. These can be summarised as follows:

- additional street improvements such as seating, lighting, accessible waste recycling bins;
- ‘Healthy’ advertising at key locations / routes to promote active travel;
- support / incentivisation of e-bikes;
- inclusion of bike-ability schemes;
- incentives / support for ancillary cycle equipment such as locks, lights and promotion of all year round cycling; and
- easy to use app(s) which highlights active travel routes.

#### Canal & River Trust

4.2.7. The Canal & River Trust support the objectives of TTIW. It believes that greater use could be made of the Grand Union Canal in Watford, promoting its use as a walking and cycling route. It believes the canal should have greater prominence in both TTIW and Watford Borough Council / Hertfordshire County Council documentation relating to cycling and walking routes. They expressed support for the expansion of the bike-share scheme to locations adjacent to the canal, noting that they have worked with other providers to ensure retrieval of bikes left on the Trust’s land. In summary, they expressed a desire to work with Watford Borough Council to improve links to the towpath to make it part of the strategic walking and cycling network.

#### Historic England

4.2.8. Historic England did not indicate overall support or objection to TTIW. It was their expectation that Watford Borough Council and Hertfordshire County Council will consult with them on new schemes and seek advice as appropriate to assess potential impacts on the historical environment and ensure that new transport infrastructure will be installed in a manner that avoids adverse impacts on the historic environment.

#### Community Groups

##### Abfly (the Watford – St Albans Rail User Group)

4.2.9. Abfly indicated overall support for TTIW. However, they listed additions that they felt merited inclusion:

- committing to investing in the Abbey Line, with as a minimum, the restoration of the passing loop at Bricket Wood and promoting the through running of trains on the Abbey Line to Central London;
- setting out the basic requirements for Watford Junction, notably: a second access from the east side of the railway, a cross platform bridge, improved connectivity between the Abbey Line platform and the rest of the station, better cover against inclement weather at platform level, and improved catering/retail offer; and
- promoting the Metropolitan Line Extension as the preferred option for the former Croxley Rail Link.

- 4.2.10. Abfly also expressed general concern about the concept of HERT, across the county and how it would like to Watford, notably the lack of clarity on the proposed route and mode. The extent to which it would provide a more sustainable option than the Abbey Line and a Metropolitan Line Extension was queried.

#### Watford Rail Users Group

- 4.2.11. The Watford Rail Users Group (WRUG) supports the desire to move to more sustainable travel, and expressed general support for all the actions relating to rail. Various suggestions were made with respect to the longer journeys section of the strategy, which can be summarised as follows:
- the promotion of Watford Junction as a regional and national rail hub as well as maintaining its local role;
  - ensuring that Watford Junction is served by any park and ride service;
  - improvements to access for all modes to Watford Junction, with specific reference to better integration with bus services;
  - improvement to passenger facilities at Watford Junction such as covered waiting areas;
  - better connection of the Abbey Line into Watford Junction, with the provision of through services to London;
  - support for Watford High Street becoming a travel hub, but a desire for the station to be made more accessible, with surrounding public realm improvements;
  - maintain or improve Euston services that stop at Bushey, with accessibility and pedestrian improvements at the station; and
  - a desire to see Metropolitan Line Extension continue to be considered as the preferred option for the former Croxley rail line or otherwise improved services at Watford Met with proper sustainable access to Watford.

#### Oxhey Village Environment Group

- 4.2.12. Oxhey Village Environment Group (OVEG) indicated support for TTIW, with reference to specific support for the introduction of the cycle share scheme, the principle of Park and Ride services and bus priority routes, the introduction of a car club, and the current 'Click' on-demand transport service. A range of specific points, primarily focused on the area around Oxhey were also made. These can be summarised as follows:
- the widening of footways along main roads in the short term, with a long term focus on new segregated routes;
  - the provision of cycle hangars;
  - the exploration of segregated cycle ways, particularly on the most congested routes;
  - the expansion of the cycle hire scheme across Oxhey, but with consideration of how the bike bays could be improved;
  - further information on how park and ride, and bus priority can benefit Oxhey Village and surrounding areas;
  - the re-commencement of the Watford Metropolitan Line Extension project;
  - significant improvement to Bushey Station to create a transport hub, including improvements to the surrounding urban realm and inclusion of retail and toilet provision;
  - provision of digital information at all local bus stops;
  - rebranding the Grange Road bus stop to reflect its position as a main access point to Oxhey Village; and

- significant improvements to the Watford High Street to Bushey Station route, focused primarily on major enhancements to the footways and pedestrian crossings.
- 4.2.13. OVEG expressed particular support for the introduction of a car club and wished to engage further with Watford Borough Council on the delivery of this to secure a location in the Oxhey Village Area.

[Environmental Protection Organisation \(name withheld\)](#)

- 4.2.14. This group did not express support or opposition to the strategy, but questioned the impact of additional development in Watford and its impact on sustainability.

[Cassiobury Residents' Association](#)

- 4.2.15. The Cassiobury Residents' Association expressed concerns about TTIW, notably that until public transport was significantly improved, they did not believe that the ability to travel by car should be reduced. This was a particular concern they expressed in relation to elderly people for whom cars were seen as a necessity for day to day accessibility. They stated that all schemes should be consulted upon in full, and that the needs of all members of society should be considered in their delivery, such that no sector of society is marginalised.

[Kings Langley & District Residents Association](#)

- 4.2.16. The Kings Langley & District Residents' Association strongly disagreed with the concept of a park and ride site near the village of Kings Langley. They believed it likely to cause a range of negative impacts such as increased traffic and pollution, and that if a park and ride were to be implemented it should be in a location with more existing road infrastructure.

[Vicarage Village Residents' Association](#)

- 4.2.17. The Vicarage Village Residents' Association was opposed to TTIW. Their concern focused on the risk to pedestrians as a result of people cycling or using e-scooters. They also questioned how sustainable electric vehicles were depending on the source of electricity.

[Businesses](#)

[Warner Bros](#)

- 4.2.18. Warner Bros indicated support of TTIW, and stated that they are investigating ways to reduce car travel to the Studios. They were interested in how proposals in TTIW could be linked with their work on sustainability.

[Watford BID](#)

- 4.2.19. Watford BID were supportive of the aims of TTIW, but wondered whether further consideration could be made of how people travel in and out of Watford and how linkages could be improved to other employment areas. They emphasised that they thought sustainable transport should be integrated into all strategic town planning, and that Highways England should play a role in traffic management.

[CYCLEdude Bike Repair](#)

- 4.2.20. CYCLEdude's comments focused on the lack of joined up cycle infrastructure at current, and need for better enforcement of traffic laws, both relating to people in motor vehicles impeding cycling infrastructure, and people cycling and using e-scooters in an illegal manner.

[Business \(name withheld\)](#)

- 4.2.21. This business was supportive of TTIW, but wished to see proposed cycle infrastructure cover greater areas, connecting to all key locations.

#### Business (name withheld)

- 4.2.22. This business opposed TTIW. They believed that building cycling lanes would increase traffic congestion, which would be detrimental for those who need to vehicles to work, penalising those on lower incomes. It was their view that the strategy outcomes will have highly negative impacts on local businesses, encourage online shopping and be detrimental for lower income families.

### 4.3. Organisation Responses – Conclusions and Recommendations

- 4.3.1. Most organisations that responded to the survey via a written response either expressed support or were neutral with respect to the proposals within TTIW. The key lessons that can be drawn from these responses are:

- the park and ride concept drew concern from those living in or responsible for the proposed locations suggesting a need for closer collaboration with residents and their representatives and further feasibility work;
- new cycle infrastructure and encouraging more people to cycle causes some concern, which need to be understood in developing schemes;
- some organisations expressed a desire to work with Watford Borough Council in delivering TTIW, and this should be welcomed where appropriate; and
- in places, further actions were proposed for consideration, some of which could be included within the strategy.

#### **Recommended changes to Transforming Travel in Watford:**

- Strengthen commitment to further engagement, greater collaboration and establishing feasibility of park and ride.
- Extend action on rail to include pushing for better rail services in addition to improving stations.
- Consider additional initiatives that encourage active travel.

### 4.4. Individual Responses

#### Watford Resident

- 4.4.1. This resident was supportive of the principle of making walking and cycling easier and safer. However, they indicated strong opposition to this if it meant delays for motor vehicles.

#### Resident

- 4.4.2. This resident did not indicate opposition or support of the strategy. They stated that they preferred to travel by private modes, and did not find the use of public transport appealing, particularly post COVID. They also questioned the feasibility of using public transport for many groups of people. They questioned whether there would be demand for a park and ride, and whether it should be located outside of Watford, but expressed that it may be a good use of brownfield land.

#### Kings Langley Resident

- 4.4.3. This resident indicated strong opposition to park and ride at Kings Langley, on the basis of loss of green belt land and a belief that it would merely relocate problems from Watford to another area.

#### Kings Langley Resident

- 4.4.4. This resident was supportive of the overall aims of the strategy, but indicated strong opposition to park and ride at Kings Langley, which they believed would increase traffic congestion, and would not provide an efficient way of accessing Watford.

#### Resident

- 4.4.5. This resident indicated strong opposition to park and ride at Kings Langley, believing that promoting greater use of bus services would be more beneficial.

#### Resident (Local Ambulance Driver)

- 4.4.6. This member of the local ambulance service did not indicate support or opposition to TTIW. They wished to emphasise the need for TTIW to consider emergency service access, stating that their biggest currently obstacle was an excess of parked cars on residential streets surrounding the town centre. They believe that too many parking permits are issued, and that these should be limited to one permit per household in streets where demand is exceeding supply, to both alleviate parking stress and promote sustainable alternatives, and reduce a current situation where they were unable to park near their house after finishing a shift in the middle of the night, which also raised personal security fears.

#### Resident (Local Ambulance Driver)

- 4.4.7. This resident did not indicate support for or opposition to TTIW. However, they did raise several issues relating to the movement of ambulances around Watford, which could be summarised as follows:

- difficulties accessing the hospital, particularly between Rickmansworth Road and Vicarage Road, suggesting that these would benefit from reduced parking and signage indicating they are key ambulance routes;
- avoiding the use of speed humps where possible; and
- the difficulty in accessing many narrow residential streets around Watford, primarily due to the volume of parked cars, they suggested that fewer permits should be issued, leading to overcrowding.

#### Resident

- 4.4.8. This resident opposed many aspects of TTIW, and questioned much of the data used within. Concern was raised around a wide range of issues, including:

- the strategy would not assist those with mobility impairments;
- many of the measures proposed would impede traffic flow and therefore increase congestion and air pollution;
- a desire for greater investment in public transport, with more roads to be included for bus priority;
- concern about park and ride being located in a flood risk area;
- a lack of costing or funding; and
- a belief that assumptions around mode shares were incorrect and would be undermined by recent development meaning people are increasingly commuting longer distances.

Resident

- 4.4.9. This resident opposed the principle that reducing the number of cars was a good idea. They believe that the solution lay in better traffic management, and introduction of new bypasses around bottlenecks such as Bushey Arches.

Resident

- 4.4.10. This resident did not indicate support for or opposition to TTIW. However, they stated their belief in the need for Watford Borough Council to work with a range of other partners, not just with other Councils and Hertfordshire County Council, but also the LEP. They believed that how Watford Borough Council will work with others should be clearly set out within TTIW, and should be an objective in itself. They also believed that linkages to other Council documents should be clearer, particularly alignment with the Local Plan, such that the link to the planning of Watford was made clear, including the need to reduce both the need to travel and the distances people travel.

Resident

- 4.4.11. This resident supported TTIW, but believed that it should be more ambitious both with respect to timescales and actions. Suggested actions included:

- commitment to much more frequent bus services;
- new or improved bus links between Watford General and other hospitals and major populations centres;
- firm strategy for working with neighbouring Councils to improve cross-county travel;
- joining up existing cycle lanes into a coherent network, and developing an off-road circular route; and
- more pedestrian crossings in many places, with various locations highlighted around the town.

- 4.4.12. They emphasised their agreement with the need for the strategy, particularly in light of increasing new residential population.

Resident

- 4.4.13. This resident did not indicate support for or opposition to TTIW. They highlighted a perceived issue around the number of people needing to drive to supermarkets, and suggested that Watford Borough Council worked with supermarkets to manage demand, as well as develop time periods where older residents are afforded priority access. They also wished for improved cycle infrastructure linking to Bushey Station, with greater security for cycle parking at the station.

Resident

- 4.4.14. This resident supported TTIW. They believed it was critical that such sustainable transport was built-in to future development in Watford. They supported the development of a town centre travel hub, and a general focus on public transport, along with exploring shuttle services to/from train stations. They believed that safety and security were an area missing from TTIW, highlighting aspects such as:

- street lighting;
- cyclists / scooter riders on pavements;
- secure cycle parking; and

- re-education of those who have held driving licenses for a long time.

#### Resident

4.4.15. This resident opposed TTIW. The concerns they listed included:

- cycling being impractical in poor weather;
- cycle lanes and low traffic neighbourhoods causing congestion;
- e-cargo bikes being impractical and a lack of riders for these;
- electric vehicles could solve all pollution problems; and
- a belief that traffic will grind to a halt as a result of the proposals.

4.4.16. They concluded by questioning whether the Council would be leading the way with respect to sustainable transport and thus removing car parking provision from the Town Hall.

#### Resident

4.4.17. This resident opposed TTIW. They believed that cars were fundamental to the future of Watford. The following concerns were raised:

- motorists were overtaxed, receiving little in return, and removing cars would result in a major financial gap;
- many people, particularly elderly residents, cannot travel by any means other than car;
- taxis are too expensive; and
- low parking development is poor policy.

4.4.18. They concluded by stating that future planning should take into account the needs of motorists, which had not been the case in the previous twenty years.

#### Resident

4.4.19. This resident opposed TTIW. They believed that re-developing Watford General whilst reducing traffic were not compatible. They specifically opposed the concept of park and ride, and questioned the level of demand for people from outside Watford visiting.

#### Resident

4.4.20. This resident indicated opposition to the strategy, particularly the concept of installing cycle lanes, believing these to be inappropriate for Watford's streets, and unsuitable for elderly residents.

#### Watford Resident

4.4.21. This resident opposed the strategy as they felt car ownership was fundamental to their independence, and that the proposed measures would leave to more congestion and increased pollution. They saw the strategy as likely to make life impossible for motorists.

#### Resident

4.4.22. This resident did not express support or opposition to TTIW, but queried what actions were being taken by Watford Borough Council to reduce the use of cars. They felt that the Council should be setting an example if residents were to be expected to change their travel behaviour.

### 4.5. Individual Responses – Conclusions and Recommendations

4.5.1. The written responses received from individuals included a mixture of support and opposition to TTIW. A variety of points were raised, key lessons from which can be summarised as follows:

- for many there is a belief in the necessity of cars, and that removing or restricting traffic would have significant negative consequences, emphasising the need for consultation and clear messaging developing schemes;
- there are also fears around the impracticality of cycling due to weather or mobility concerns, suggesting a need for positive examples of the wide range of people who can benefit from cycling;
- the siting of and demand for park and ride is a major concern for some, indicating the need for further engagement and assessments of feasibility;
- the need for Watford Borough Council to work collaboratively with its partners, neighbours, and other supportive organisations was a positive suggestion that could be further endorsed in the strategy;
- respondents made the value suggestion that Watford Borough Council should be setting an example in travelling sustainably; and
- the level of car parking on residential streets is a key concern for ambulance drivers, and should be considered in strategy decisions on relating to on-street car parking management.

**Recommended changes to Transforming Travel in Watford:**

- Strengthen commitment to further engagement and establishing feasibility of park and ride.
- Include commitment for Hertfordshire County Council and Watford Borough Council to set an example in adopting sustainable travel practices for own staff.
- Ensure that whilst sustainable travel modes are prioritised, those who must drive can continue to do, and can access all areas of the town.
- Consider actions that could reduce impact of on-street car parking on accessibility for emergency services.



## 5. Workshops

### 5.1. Introduction

- 5.1.1. Workshops were held with five groups representing the interests of different aspects of the community as well as specific transport forums. Key points raised during the workshops are summarised below.

### 5.2. Workshop Responses

#### Disability Forum

- 5.2.1. Representatives of the disabled community indicated general support for TTIW, but highlighted concerns around a range of issues regarding how the current proposals would impact on disabled people's ability to travel. They also made recommendations on both the design of TTWI measures and the report. Key points raised included:

- strongly supported the concept of sustainable travel hubs;
- taxi costs being too expensive to discourage car ownership;
- concern over cycle paths reducing space for mobility scooters, and loss of blue badge parking spaces;
- many outstanding issues for disabled people to travel by bus, including slow roll out of accessible bus stops, people being ignored at request bus stops, poor provision of service information at bus stops and on the bus, and a lack of availability of wheelchair parking space;
- noted that the removal of subways (not advocated directly in the strategy, but some have been removed) may be an issue for disabled people;
- recognised that Dalton Way was a very difficult environment for people on foot and needed improving;
- concern that app-based booking systems are not inclusive enough, and that provision should be made for training as part of schemes;
- there should be the possibility to borrow non-standard bikes, not just standard 2-wheel models as part of the bike share scheme;
- ensure that inclusivity is portrayed in both report language and images; and
- not in favour of removing cars from the high street and concerns around the ability of blue badge owners to park within the town centre, including limitations related to the height of multi-storey car parks.

#### Watford Blind Society

- 5.2.2. Members of Watford Blind Society indicated overall support for the plans and applauded its sentiment and aims. Members did however raise various issues relating to the experience of visually impaired people travelling in Watford. These included:

- concern that shared spaces are unsafe, with cyclists riding too fast and dangerously, not using infrastructure correctly, greater enforcement and signage were suggested;
- cars parking on pavements, dustbins being left out, and street furniture such as town centre bollards or EV chargers all present issues for people who are partially sighted or those with pushchairs and wheelchairs;
- the cost of taxis being prohibitive, with guide dogs still often turned away;
- bus services being far too unreliable, with insufficient coverage;

- pedestrian signals on some crossings hard to see, with a lack of sound, a particular issue on Beechen Grove;
- could a congestion charge for motor vehicles be considered; and
- whether park and ride was an appropriate solution, and particularly whether Kings Langley was the correct location.

#### Rail Forum

5.2.3. Abfly and the Watford Rail User Group were represented at this workshop. The views expressed have mostly been captured in the written responses described above. Additional comments that were raised during the workshop included:

- whether the strategy was supported by a maintenance and monitoring plan;
- need to ensure that modes are linked up, for example active travel and public transport, doesn't feel like this is always the case at present in Watford;
- that the current cost of buses is prohibitive to encouraging people to use;
- whether Watford should be considering a workplace parking levy; and
- that there are clear areas where low traffic neighbourhoods could be developed, and would like to see these become a reality in Watford, utilising trials in the manner that has taken place in other location to increase the speed of change.

#### Intalink Forum

5.2.4. This forum was attended by a mixture of representatives from bus operating companies in Hertfordshire and officers from Hertfordshire County Council's public transport team. The key messages that came from this discussion were:

- any reduction in congestion would be welcomed by bus operators;
- the ability to serve the town centre is key to operators, a sustainable transport hub would be supported is it contributed to this, the quality of the urban environment around bus stops is also important;
- long term the strategy could be used to help encourage switch to lower emission and electric vehicles, but noting that currently it would be hard to serve inter-urban routes with electric buses; and
- speed of service is a key driver of patronage, therefore linked to capital expenditure, so bus prioritisation is most likely to drive improved service provision.

#### West Herts College

5.2.5. The strategy was discussed with students of West Herts College. They were broadly supportive of the strategy objectives and its aims. Some key themes that emerged from the discussion were:

- a belief that more cycle lanes were needed to make cycling feel safe, and that this should be supported by more bike-share bikes, making sure these were well maintained;
- given priority to buses over general traffic was important, otherwise people would not use them;
- support for the concept of a car club, particularly due to the high cost barrier of entry to driving for young people;
- agreement with the concept of prioritising people walking and cycling, and that the ring road need to be easier to cross;

- ability to travel by walking or cycling was important not just for convenience, but because it offered fresh air and far greater chance of community interactions, public realm spaces like the High Street were fundamental to this, and more of these were required across the town, which would also benefit local businesses since you discover and visit more when you are on foot;
- there is a need for a clear message on the benefits of not driving if people are to change behaviour that leads them to use car just to buy milk;
- rewards would be a key factor in encouraging people to change behaviour, money is such a key aspect to decision making; and
- should engage with young children as can be great ambassadors and influence parents' behaviour.

### 5.3. Workshop Responses – Conclusions and Recommendations

5.3.1. The workshops drew out a range of the opinions on TTIW. In general participants were supportive, but with specific suggestions in relation to their circumstance or area of interest. Some of the key points that came from the workshops were:

- the challenges posed to many people in using some aspects of current provision such as the bus network or services that rely on smartphone app;
- the importance of pedestrian areas being of high quality, free of obstacles, and the discomfort many people feel in sharing space with people cycling;
- the need to maintain access to all areas of the town for all users, and the implications this has for the provision of parking for blue badge holders;
- the value of reducing congestion and increasing service speed to bus operators in making services economically viable;
- young people agreed with promoting sustainable travel, not just from an environmental perspective, but understood the social and community benefits of spaces that encouraged interactions; and
- that rewards and finding community champions were seen as key to incentivise and encourage change by young people.

#### **Recommended changes to Transforming Travel in Watford:**

- Strengthen commitment embedding needs of those with disability in all actions and completing equalities impact assessments on all schemes.
- Ensure that whilst sustainable travel modes are prioritised, those who must drive can continue to do, and can access all areas of the town.
- Emphasise need for high quality pedestrian spaces, which are valued across all groups.
- Clarify need for bus priority to improve speeds if bus services are to be increased.
- Consider how rewards could be targeted at young people.
- Commit to finding young people to champion sustainable travel.

## 6. Conclusion and Next Steps

- 6.1.1. The consultation exercise on Transforming Travel in Watford was wide reaching and gave residents, businesses and organisations in Watford and neighbouring areas an opportunity to provide feedback on the draft strategy. With over 1,000 survey responses received plus in-depth comments via email and workshops a diverse range of opinions was heard that will be taken into account in the final draft of the strategy.
- 6.1.2. Overall the response to the strategy could be considered positive, with general agreement to the need for changes to the Watford transport network, and that these should be focused on making travel more sustainable in response to the Climate Change Emergency. Most actions gained majority support, and as such significant changes to TTIW are not proposed. However, there are various areas where respondents identified gaps or potential improvements to the strategy, which will be incorporated in final version. These will include commitments to ensuring equality, collaboration and engagement with local and neighbouring communities, and both Watford Borough Council and Hertfordshire County Council setting an example in travelling sustainably. There were aspects of the strategy that were less popular, or received strong opposition from certain groups. Whilst no actions will be removed, some will be modified, changing the emphasis or focus, for example those changing the emphasis on parking space re-allocation to be focused outside of areas with high residential parking demand, and clarifying the commitment of Watford Borough Council to engage with neighbouring councils with regard to Park and Ride plus that significant further feasibility work will be completed to identify appropriate sites.
- 6.1.3. *Transforming Travel in Watford* will be updated, based upon the recommendations within this document, and a final version published by Watford Borough Council and Hertfordshire County Council. This will then form the basis for decision making on transport in Watford, tying into other key council policies on planning and sustainability.

## **Transforming Travel In Watford: the strategy for 2021 – 2041 Delivery Plan**

This Action Plan sets out a high-level programme of work to be delivered as set out in detail in Transforming Travel in Watford: The Strategy for 2021 – 2041 Supporting Document.

As an annual monitoring activity Watford Borough Council will produce an update on the programme, provide a 12 month action plan and review the progress on outcomes for each of the work streams under our six key objectives.

Under each strategy theme the following are shown:

- Strategy Action
- Key Initial Activities
- Whether there is activity and output expected within next 24 months, even if not the full delivery of the Action
- Lead Organisation for delivery and Support Organisation where relevant
- Full Scheme Costs
- Strategy Objectives being addressed
- Timeline for delivery of complete action (short/medium/long)
- Expected Initial Output

Objectives:

- Cutting Congestion (CC)
- Providing for Future Journeys (FJ)
- Boosting Health & Wellbeing (H&W)
- Ensuring all our community benefits (EQ)
- Making the best use of new technology (Tech)
- Delivering a great customer experience (CE)

This Action Plan captures total potential funding required on a scale of £ indicators for the full delivery of the action:

- A single £ represents under £100k
- ££ represents up to £500K
- £££ represents up to £1m
- ££££ represents up to £5m
- £££££ represents over £5m

## Transforming Travel in Watford Delivery Plan

The timeline is set out as Short, Medium or Long term, for the full delivery of the action:

- Short term relates to delivery within 24 months
- Medium term equates to delivery in 2 to 8 years
- Long term projects will take over 8 years to deliver

### Active Travel

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>AT1a New Cycle Routes and Improved Footways – Enhanced Cycle Network</b>	Active Travel Bid 2022	Yes	HCC	£££	CC, FJ, H&W, EQ	Medium	Feasibility design and funding for new cycle route(s)
<b>AT1b New Cycle Routes and Improved Footways – Footway Enhancements</b>	Active Travel Bid 2022	Yes	HCC	££	CC, FJ, H&W, EQ	Medium	Feasibility design and funding for footway improvements
<b>AT1d New Cycle Routes and Improved Footways – review and improve pedestrian crossings</b>	Signal Timing Reviews & changes	Yes	HCC	£	CC, FJ, H&W, EQ	Short	Identification of signals to be modified & implementation of changes
<b>AT1e New Cycle Routes and Improved Footways – Quick wins for walking and cycling</b>	Identify and deliver package of improvements	Yes	WBC	£	CC, FJ, H&W, EQ	Short	Delivery of minor walking and cycling improvements
<b>AT2a Expanded Cycle Parking – Residential Cycle Hangars</b>	Establish trial scheme	Yes	WBC	£	CC, FJ, H&W, EQ	Medium	Residential hangar scheme trial

## Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>AT2b Expanded Cycle Parking</b> – School Cycle Parking	Through the school travel plan process, support increased cycle parking in schools	Yes	HCC	£	CC, FJ, H&W, EQ	Medium	Additional cycle parking in schools
<b>AT2c Expanded Cycle Parking</b> – On-street cycle parking	Audit existing cycle parking and identify gaps	Yes	WBC	£	CC, FJ, H&W, EQ	Medium	Agreed target areas and delivery plan for implementation of cycle parking delivery
<b>AT3a Bike Share</b> – Bike Share	Complete Current Scheme	Yes	WBC	££	CC, FJ, H&W, EQ, Tech	Medium	Completion of full delivery of sites in Watford
<b>AT3b Bike Share</b> – Bike Share	Expand Current Scheme	No	WBC/neighbouring local authorities	££	CC, FJ, H&W, EQ, Tech	Medium	Expansion to neighbouring boroughs
<b>AT4a Healthier Neighbourhoods</b> – Low Traffic Neighbourhoods	Monitor HCC schemes and best practice elsewhere & develop approach for Watford.	Yes	HCC	££	CC, H&W, EQ	Medium	Approach to LTN delivery in WBC
<b>AT4b Healthier Neighbourhoods</b> – School Streets	Discuss opportunities for School Streets with schools engaged on travel planning	Yes	HCC	£	CC, H&W, EQ	Medium	Identification of schools where there is potential for a School Street

## Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>AT5a Welcoming Street Space</b> - re-allocating car parking to parklets and other uses	Identify potential locations and engage with communities	Yes	WBC	£	H&W, EQ	Short	Trial of parklet or similar in limited number of locations



## Transforming Travel in Watford Delivery Plan

### Longer Journeys

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>LJ1a Park and Ride –</b> investigate park and ride at two locations	Investigate feasibility of delivery and land requirements, constraints and environmental impacts	Yes	HCC	£££££	CC, FJ, CE	Long	High level feasibility and depending on outcome development of scope of business case.
<b>LJ2a Improve Bus Services –</b> bus priority measures	Joint HCC / WBC working group to progress feasibility of bus priority measures on Exchange Road, , Vicarage Road, Lower High Street	Yes	HCC	££££	CC, FJ, EQ, CE	Medium	Preferred schemes to progress for funding / delivery
<b>LJ2a Improve Bus Services -</b> bus priority measures	Highway prioritisation study for St Albans Road to considering balance between modes and develop bus prioritisation measures accordingly	Yes	HCC	££££	CC, FJ, EQ, CE	Medium	Identification of priorities for St Albans Road and development of preferred scheme for funding/delivery.

## Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>LJ2b Improve Bus Services</b> – bus stop improvements	Delivery of improvements to bus stops	Yes	HCC	££	FJ, EQ, CE	Short	Bus stop enhancements (improved accessibility, real time information etc) delivered
<b>LJ3a Rail Enhancements</b> – Cycle / walking access quick wins	Identify and deliver cycle / walking quick wins at all stations	Yes	WBC	£	FJ, EQ, CE	Short / Medium	Delivered cycle and walking quick wins
<b>LJ3b + LJ3c Rail Enhancements</b> – enhance accessibility and quality of stations	Lobby rail operators / Network Rail	Yes	NR (HCC)	£££	FJ, EQ, CE	Long	Inclusion of improvements to stations in franchise agreements or similar
<b>LJ3d Rail Enhancements</b> – Encourage use of Abbey Line	Respond to outcome of restoring your railway fund bid	Yes	NR / HCC	£££££	FJ, EQ, CE	Medium	Decision on next steps for Abbey Line
<b>LJ3e Rail Enhancements</b> – Develop Watford Junction as a sustainable multi-modal hub	Develop outline business case and inclusion as part of wider Watford Junction Masterplan	Yes	NR / HCC / WBC	£££££	FJ, EQ, CE	Long	Plan and outline business case for WJ enhancements
<b>LJ3f Rail Enhancements</b> – enhanced rail service provision for Watford Junction	Lobby rail operators / Network Rail	No	NR / HCC	£££££	FJ, EQ, CE	Long	Inclusion of additional services in franchise agreements or similar

Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>LJ4a Enhanced Public Transport</b> – public transport system on former Croxley Rail Line with parallel walking / cycling routes	Identify preferred system type	Yes	HCC (WBC, NR, TfL, Three Rivers)	£££££	CC, FJ, CE, Tech	Long	Outline of preferred system and outline business case
<b>LJ4b Enhanced Public Transport</b> – support delivery of HERT and ensure integration with existing hubs	Preparation of Strategic Outline Business Case	Yes	HCC	£££££	CC, FJ, CE, Tech	Long	HERT Outline Business Case

## Transforming Travel in Watford Delivery Plan

### Alternatives to Car Ownership

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>ACO1a New Car Club</b> - deliver new car club	Procure new operator and roll out scheme	Yes	WBC	£	CC, FJ	Short	New Car Club in focused geographical areas
<b>ACO2a, b, c Enhanced Taxi Fleet</b> – adopt Taxi Strategy Action Plan Phase 1	Launch strategy, engagement with operators, establish project to support switch to EV taxis	Yes	WBC	£	CC, EQ, CE	Short	Strategy understood by taxi fleet. Review feasibility of scheme to support switch-over to EV.
<b>ACO2a, b, c Enhanced Taxi Fleet</b> – adopt Taxi Strategy Action Plan Phase 2	Investigate taxi hotspots, opportunities for taxi-driver rest facilities, access for green taxis to bus priority areas	Yes	WBC	££	CC, EQ, CE	Medium	Prioritised initiatives to support greener, more efficient taxi fleet.
<b>ACO3a Electric Vehicle Charging</b> - continue planned delivery of EV charging	Installation of EV charging points	Yes	WBC (HCC)	£	H&W, CE, Tech	Short	Delivery of EV Charging points
<b>ACO4a Demand Responsive Transport</b> – Arriva Click	Encourage and monitor use of Arriva Click	Yes	WBC	£	CC, FJ, EQ, Tech, CE	Short	Increased usage of Arriva Click, strategy for the scheme going forward.

## Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>ACO5a Mobile Phone App</b> – ensure supports TTIW aims	Enhance transport elements and integrate new schemes	Yes	WBC	££	Tech, CE	Short	Confirmed plan going forward
<b>ACO6a Mini Transport Hubs</b> – mini-transport hubs in Watford neighbourhoods	Procure support to identify locations to combine sustainable transport offerings outside of town centre	Yes	WBC	£	CC, Tech, CE	Medium	Report on potential mini-hub locations

## Transforming Travel in Watford Delivery Plan

### The Town Centre

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>TC1a Pedestrian and Cycle Access</b> – Improved and New Pedestrian and Cycle Crossings of Ring Road	Identify improvements required and feasibility designs	Yes	HCC	£££	H&W, EQ	Medium	Prioritised list of improvements for Ring Road crossings
<b>TC2a Prioritising Cycling and Public Transport</b> – on ring road and Dalton Way	Develop long term projects and accompanying business cases	No	HCC	£££££	CC, FJ, H&W, EQ	Long	Business case for transformative schemes for ring road and Dalton Way
<b>TC3a Town Centre Transport Hub</b> – develop sustainable hub in town centre	Procure external support to develop hub options	Yes	WBC	££££	CC, FJ, Tech, CE	Medium	Preferred option for sustainable transport hub
<b>TC4a People Friendly High Street</b> – reduction in traffic / bus gate	Deliver bus gate	Yes	WBC	££	H&W, EQ, CE	Short	Bus gate replacing staff controlling access
<b>TC4a People Friendly High Street</b> – Public realm improvements	Procure support for outline design	Yes	WBC	£££	H&W, EQ, CE	Medium	Designs for improvement of High Street Central and South
<b>TC5a Sustainable Transport Corridor</b> – High Street to Bushey Station	Develop long term project and accompanying business case	No	HCC	£££££	CC, FJ, H&W	Long	Business case for transformative schemes tying into Colne Valley SDA

Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>TC6a, b, c Improved Car Parks</b> – enhance quality and align to sustainable travel goals	Procure external support to analyse demand and develop parking strategy	Yes	WBC (& private sector organisations)	£	CC, FJ	Medium	Car Parking Strategy for Town Centre

## Transforming Travel in Watford Delivery Plan

### Supporting Change

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>SC2a Rewarding Change</b> – travel based reward system	Procure external support to identify reward mechanism, link with schemes and local businesses	Yes	WBC/HCC	£	CC, H&W, Tech, CE	Medium	Programme for developing reward scheme
<b>SC2b Rewarding Change</b> – mobility credits	Develop scheme to reward people for giving up car	No	WBC	££	CC, H&W, Tech, CE	Medium	Scheme definition for mobility credits for scrapping car and funding scheme
<b>SC3a Working with Businesses</b> – engaging with businesses on workplace travel plans	Identify key businesses with whom to support development of workplace travel plans	Yes	HCC/ WBC	£	CC, FJ	Short	Businesses in Watford developing own workplace travel plans
<b>SC5b Communications</b> – joint HCC / WBC communication plan	Establish HCC / WBC communications plan for sustainable transport	Yes	WBC / HCC	£	EQ, CE	Short	Joint communications plan to ensure uniform message on transport
<b>SC5c Communications</b> – cycling and walking forum	Maintain / grow cycle forum. Launch walking forum.	Yes	WBC	£	EQ, CE	Short	Walking forum or equivalent established alongside cycling



## Transforming Travel in Watford Delivery Plan

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>SC5d Communications</b> – maintain and expand training e.g., cycling	Maintain existing schemes and seek opportunities / funding of expansion that aligns with TTIW schemes	Yes	WBC / HCC	£	EQ, CE	Short	Expanded training offering around active and sustainable travel
<b>SC6a School Engagement</b> – School Travel Plans	Improve engagement with schools to increase number with School Travel Plans	Yes	HCC	£	CC, H&W, EQ	Short	Increased number of schools with accredited Travel Plans.

## Transforming Travel in Watford Delivery Plan

### Moving Goods

Strategy Action	Initial Activity	Activity within 24 months?	Delivery Lead Organisation (Support Organisation)	Full Scheme Cost	Objectives Addressed CC/FJ/H&W/ EQ/ Tech/CE	Full scheme Delivery Timeline Short, Medium, Long	Expected Initial Output
<b>MG1 Green Delivery Modes</b> – e-cargo bike trial	Identify businesses of interest and support in trialling cargo bike, apply for grant funding	Yes	WBC/HCC	£	CC, H&W	Short	Watford businesses trialling use of e-cargo bikes.
<b>MG2 Freight Consolidation</b> – investigate options for freight consolidation	Discussions with main operators and neighbouring authorities	No	HCC	££££	CC	Long	Action plan developed
<b>MG3 Freight Movement and Loading</b> – managing freight routing	Review current arrangements, issues and propose changes	No	HCC	£	CC, Tech	Medium	Plan for improved freight routing
<b>MG4 Freight Movement and Loading</b> – dynamic kerbside management	Review current trials and identify areas of potential in Watford	Yes	WBC	£££	CC, Tech	Medium	Preferred option / viability of dynamic kerbside management
<b>MG5 Parcel Lockers</b> – target parcel hub at interchange hubs and other key locations	Investigate and meet with potential providers	Yes	WBC (Private sector partner)	£	CC, CE	Short	Delivery of additional parcel lockers

#### Key:

Abbreviation	Partner
HCC	Hertfordshire County Council
WBC	Watford Borough Council
NR	Network Rail

# Equality Impact Analysis

<b>Service and section / team</b>	Planning and Development Transport and Infrastructure
<b>Title of policy, function or service</b>	TRANSFORMING TRAVEL IN WATFORD: The Strategy for 2021 - 2041
<b>Lead officer</b>	Tom Dobrashian
<b>Person completing the EIA</b>	Joanna Heard / Alexis Fuller
<b>Type of policy, function or service:</b>	Existing (reviewed) <input type="checkbox"/> New/Proposed <input checked="" type="checkbox"/>

# 1. Background

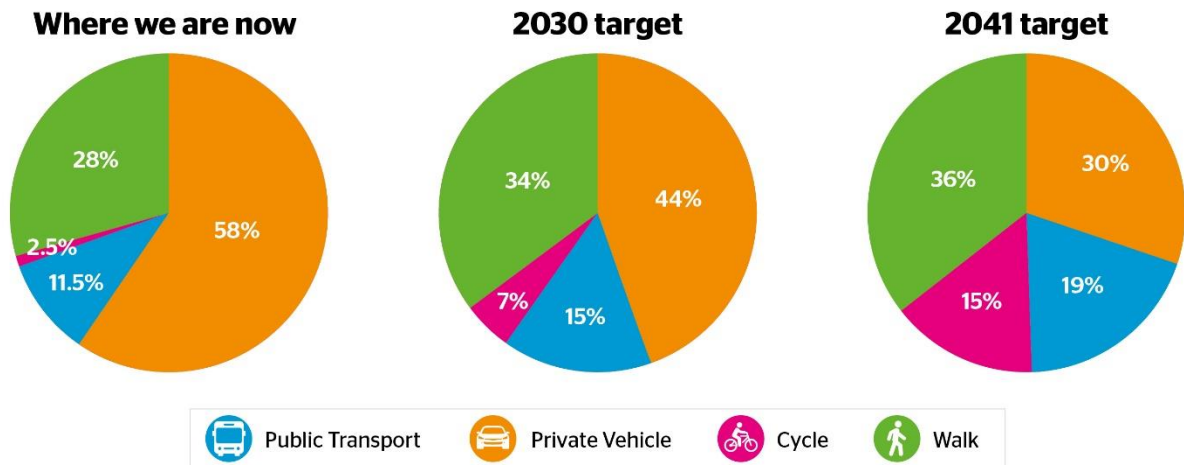
There are compelling reasons for Watford to move towards a more sustainable transport network. It is a fundamental requirement if the borough is to meet its Climate Emergency commitments and continue to thrive as a place to live, work and visit. In addition, transforming transport will lead to a marked improvement in people’s health, wellbeing and overall quality of life, with added benefits in terms of business productivity.

Reasons for developing a transport strategy are detailed within the *Transforming Future Travel in Watford: the strategy for 2021-2024* paper and its supporting documents, which set out the current transport characteristics, issues and opportunities in Watford. Based upon this context, a set of objectives has been developed, and proposed ‘actions’ that Watford Borough Council and Hertfordshire County Council will pursue to meet the objectives have been developed. Some actions are short term (over the next five years) and others longer term, to be implemented over the full 20-year course of the strategy. It is not expected that the strategy will lead to an overnight transformation, but act as a basis for a programme to deliver change. This supports the **Council Plan 2020-2024 Theme ‘A thriving, diverse and creative town** and objectives set out in the Councils Delivery Plan 2020-2022 to **‘Build on our new, greener ways to travel in and around Watford and promote the transition to a low-carbon economy’** with the intention to **‘Position Watford as a Sustainable Travel Town’**.

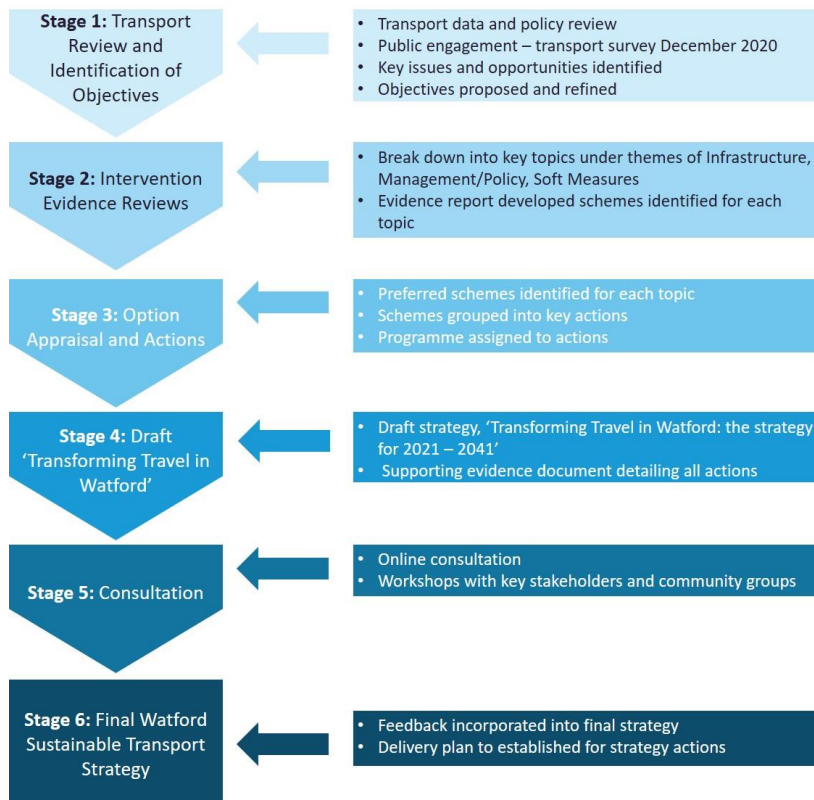
In addition to the council Plan and Delivery Plan, the proposals for Transforming Travel in Watford support National, Regional and Local polices as follows:



At the heart of the strategy is an ambition to switch car trips to more sustainable modes. This aligns with the Department of Transport’s aim for 50% of trips in urban areas to be made by active modes by 2030. Watford, like almost all the UK, is far from this point at present, for example, 30% of trips in London were cycled or walked in 2018, with a further 36% made by public transport. Through analysis of the make-up of trips in Watford, and comparison against the level of change achieved in other areas, a set of targets has been developed for Watford to reach by 2036, with an interim target in 2030. These are set out in the figure below.



The strategy has been jointly developed by Watford Borough Council (WBC) and Hertfordshire County Council (HCC) using a multi-step process. This included analysis of transport provision and movement patterns, modelling and benchmarking against other locations, plus an initial engagement exercise in 2020. The process is set out in the figure below.



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

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Transforming Travel in Watford: the Strategy for 2021 - 2041 on people in the groups or with the characteristics protected in the Equalities Act 2010.

These are:

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

## **3. How will the council ensure equality is promoted through the strategy?**

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Transforming Travel in Watford: the Strategy for 2021 – 2041:

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

## **4. What has informed Transforming Travel in Watford: the Strategy for 2021 - 2041**

The Strategy and this EIA have been underpinned by: national travel data, what we know about the town and on the feedback from our engagement and consultation on the Strategy.

- Details of what we know about the Watford population is set out in Appendix 2
- Details of the findings from the consultation and analysis, particularly in relation to those with protected characteristics are set out in Appendix 1

- Data used to develop and assess the impact of the strategy includes:
  - Hertfordshire County Council Travel Survey 2018 – detailed breakdown of all journeys undertaken by strategically selected sample of population
  - 2011 Census Data – car ownership, population demographics, levels of deprivation, journey to work modes and origins / destinations
  - Public Health England Local Authority Data – levels of obesity, proportion population undertaking regular walking / cycling
  - Traffic Master data – GPS data on vehicle volumes and speeds and congestion hotspots
  - The Floop data – GPS data on vehicle volumes, speeds, trip lengths, origins and destinations
  - Stats 19 Collisions – record of all traffic collisions by severity and user type
  - Office for National Statistics – registered motor vehicles

## **A. Positive impacts**

The proposals in the Transforming Travel in Watford: The Strategy for 2021 - 2041 have taken a borough wide approach. Each of the actions proposed would be delivered as individual projects and will be reviewed for equality on a case by case basis.

However, the introduction of proposed measures in the strategy would affect the whole community in a positive way through ensuring individuals have more choices in terms of transport and, therefore, is assessed, overall, as having a positive impact in terms of those with protected characteristics.

At the heart of the policies is to improve accessibility of key locations for all members of the community. Examples would include:

- Improve communication, accessibility regarding public transport
- Train stations to improve accessibility and legibility for disabled customers
- Continued support for cars where necessary, if individual circumstances dictated to retain the use of cars.

The impact of achieving a modal shift in the population should be an improvement in terms of air quality and an individual's fitness – which should have an impact on the equalities outcomes of the population.

## **B. Negative Impacts**

The strategy is likely to have a slight disadvantage to private road users in the short term; private motor vehicles and freight. This is because the strategy promotes use of active travel and public transport on

roads, which will likely have the result of reduced carriageway allocation to the private motor car. This is intended to lead to a reduction of cars on Watford's roads. However, proposed actions to provide practical alternatives to driving have been set out in a high level programme which has been designed to provide a step-by-step approach to changing travelling behaviour and transport infrastructure, with each step building on the previous. This should result in less traffic on the road in the long term which will benefit private motor vehicles, taxis and freight in the longer term.

If there was no action taken the results are likely to be worse for those needing to use a car – as there would have been no modal shift away from the private car use to active travel, public transport or car sharing schemes. There would be increased pressure of congestion, which the strategy is seeking to alleviate. Therefore in our assessment the EQIA comes out positive.

During the engagement and consultation over the draft strategy, the opportunity has been taken to consider further proposals and their negative and positive impacts on all members of the community, especially those with protected equalities characteristics. We note the following:

- the commitment to undertake a EQIA before and after we develop and implement individual initiatives in order to maximise positive impacts and minimise any negative aspects
- individual components on the strategy actions have been reviewed and revised in light of potential impact on protected groups such as the disabled and elderly. This includes an emphasis to improve the accessibility of rail stations.

We have included within the strategy alternatives including a strategy to seek improvements to bus services and safer routes for walking and cycling, together with an enhanced taxi fleet to support residents that are unable to walk, cycle or use buses easily, such as disabled, very elderly or pregnant / residents with very young children.

## **5. Overall conclusion**

The delivery of the strategy will be via development of individual project briefs, which will consider vulnerable users, such as those with a disability, elderly, or pregnant / have very young children. We will seek those impacted to help shape the proposals and any mitigations – and that commitment is embedded in the strategy. We have clearly articulated that engagement with residents, businesses and others impacted will be one of the measures adopted as we implement the strategy.

## **6. Review of the strategy and EIA**

HCC conduct a travel survey every three years on how people within the borough (and county overall) travel. Therefore, this survey can be used to observe how mode shares are changing in Watford. It is intended to check that the survey can monitor change by those with protected characteristics.

Additional data to be used in evaluation includes:

- Public Health England Local Authority Profiles – changes in levels of activity



- Stats 19 collision data – changes in volume and severity of collisions amongst those with protected characteristics
- Air Quality – monitoring levels of air pollution at existing monitoring sites
- Public Transport Accessibility – changes in travel times in areas compared to proportions of population with protected characteristics
- User surveys – surveys of user of new schemes e.g. car club to understand usage or barriers to use

**This EIA has been approved by:**

**Kathryn Robson    Date 13<sup>th</sup> February 2022**

## Appendix 1: Implications of consultation and analysis

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

Positive Impact	Protected characteristics	Ways to ensure the positive impact
Transforming Travel in Watford is aimed at town wide level changes and therefore looks to improve overall safety and accessibility in all areas of the town for all residents	All	The strategy is supported by an action plan that has been developed to achieve the strategy's ambitions. This will be monitored and each significant area of activity will be reviewed for equality impacts.
Transforming Travel in Watford aims to improve footways, improve bus stops and train stations for all disabilities and those with mobility impairments and reduce traffic on roads, providing lower noise and greater cross visibility. Cycle lanes are to be designed with consideration to non-cyclists in the same vicinity.	Age Disability	The strategy is supported by an action plan that has been developed to achieve the strategy's ambitions. This will be monitored and each significant area of activity will be reviewed for equality impacts.
Visual signs via improvements to bus stops, train stations and road crossing that are introduced within the strategy delivery.	Age Disability	The strategy is supported by an action plan that has been developed to achieve the strategy's ambitions. This will be monitored and each significant area of activity will be reviewed for equality impacts.
Changes to travel options will take into account the safety of women and girls	Sex	The strategy is supported by an action plan that has been developed to achieve the strategy's ambitions. This will be monitored and each significant area of activity will be reviewed for equality

Positive Impact	Protected characteristics	Ways to ensure the positive impact
		impacts.
More active ways to travel will have physical and mental health benefits across the community	All – particularly disability	<p>The strategy is supported by an action plan that has been developed to achieve the strategy’s ambitions. This will be monitored and each significant area of activity will be reviewed for equality impacts.</p> <p>Important to link the delivery of the strategy to health through communications and engagement.</p>
Heavily pregnant women or people with very young children who have less mobility or more difficulty using some forms of public transport, cycling or walking will be supported by improved public transport options	Pregnancy & Maternity	<p>The strategy is supported by an action plan that has been developed to achieve the strategy’s ambitions. This will be monitored and each significant area of activity will be reviewed for equality impacts.</p>

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

<b>Negative Impact</b>	<b>Protected characteristics</b>	<b>Ways to ensure the positive impact</b>
<p>Senior people have less mobility and therefore may find it difficult to walk, cycle or use existing public transport options. This makes them more reliant on the private car for their journeys.</p>	<p>Disability</p> <p>Age</p>	<p>Options for public transport will be promoted including any adaptations for those with a disability or mobility related issues.</p> <p>E-cars and car clubs will be open to all groups within the community</p> <p>Cars are still going to be part of the transport mix within the town.</p> <p>The strategy proposes an enhanced taxi fleet within the town, which provide a door to door alternative to the private car.</p> <p>Reduction in congestion will benefit all protected characteristics.</p>

## Appendix 2

Understanding our population, both how it is now and taking into account future projections, is important to ensuring our *Transforming Future Travel in Watford: the strategy for 2021-2024* takes into account the diversity of the town and its community

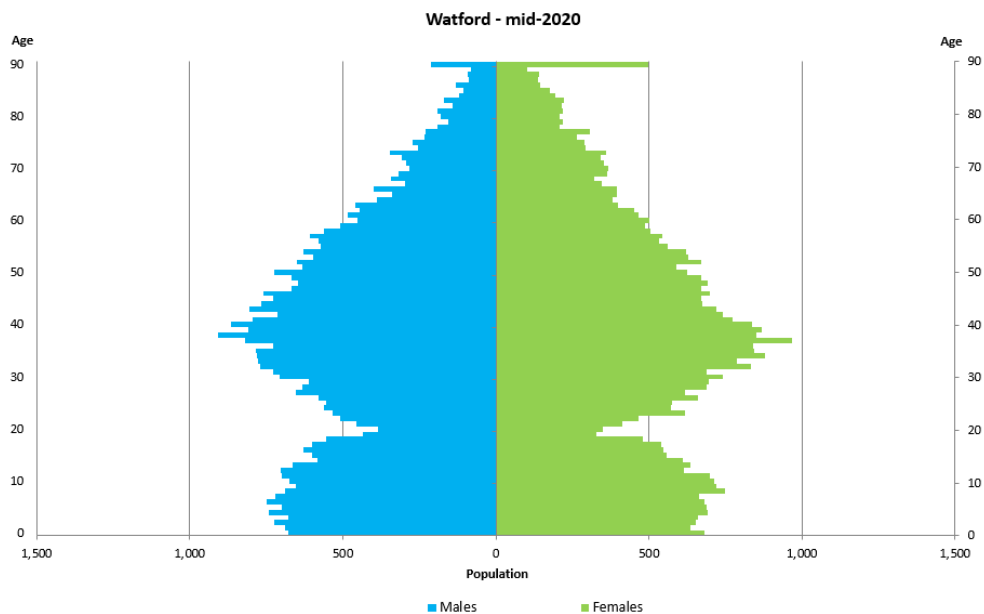
### Population

The current population of Watford is 96,600 (ONS mid-2020 estimate). This was slightly less than estimated in 2018 (96,800 rounded). The slowing of population growth across the UK (marked by a fall in Watford) is attributed to the lowest number of births for 14 years alongside an increase in emigration and a fall in international immigration.

The current government projection for population shows Watford's population as 98,000 in 2040.

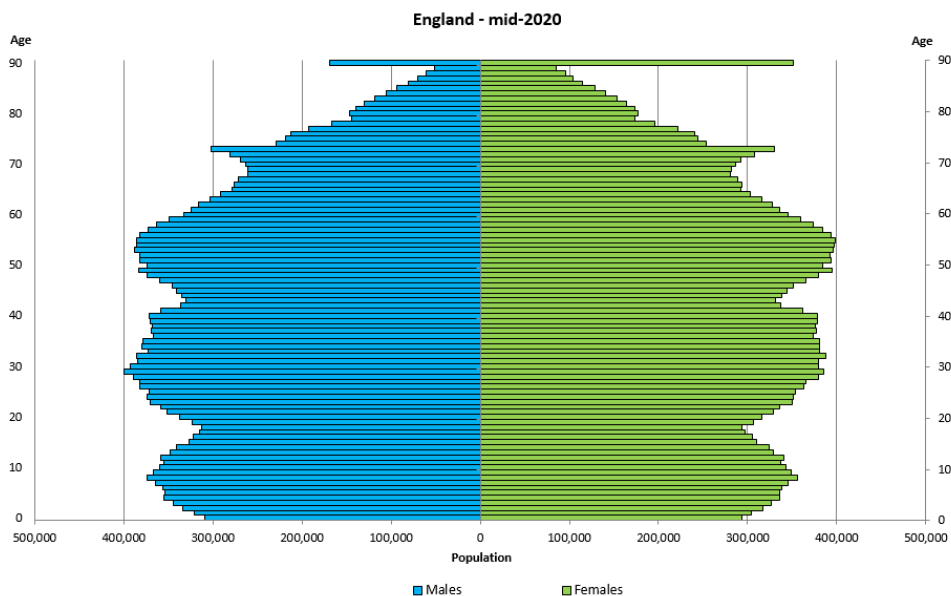
The graphs below show a comparison between the sex and age profile of England's population with that of Watford. (ONS 2020).

WATFORD



**Diagram 1:** Watford's population in age bands

ENGLAND



**Diagram 2: England’s population in age bands**

The largest populations by age band in Watford are (mid 2020):

- 30-39 (16,110)
- 40-49 (14,600)
- 0-9 (13,800)

The average (mean age) for Watford is 37 years. This is also the mode age (i.e. the age with the most number of residents). This compares to an average age of 40 years for England.

The numbers in each successive age-band fall progressively from 40-49 until there are estimated to be 6,100 who are 75+.

The comparison with England overall highlights a younger profile than is seen nationally, with the age distribution indicating that Watford is a town where there is likely to be a high proportion of households with younger children and bringing up families. Whilst Watford is a town for all, it is recognised that our future plans need to reflect the large number of young people and families.

### Population density

Population density (mid 2020) in Watford is high at 4,509 people per sq. km compared to just 728 and 434 people per sq. km in Hertfordshire and England respectively. This puts Watford in the top 40 most densely populated local authority areas in the UK. It is worth noting, however, that in comparison with many metropolitan boroughs, particularly those in and around the outskirts of London, our density is relatively low.

### Number of households

The ONS data, based on the 2011 census, says that there were 36,681 households in Watford at the time of the Census; as of 31 May 2020 the figure was 40,275 (council tax base).

The average household size in Watford is currently 2.44. This is currently average for the region. Nationally, there is downward trend in household size projected over the next 20 years. The Watford average household size is envisaged to drop to 2.32 person household in 2038, which this is larger than that projected for the English average (2.26 in 2038)). These projections have implications for Watford in terms of development and growth.

### Household Composition

The 2018 household projections, indicate that Watford will see an increase in one person households and households with two or more adults, whilst households with children are projected

to decline.

## **Ethnicity**

Watford has a very diverse population, more so than the rest of Hertfordshire; it is one of the strengths of the town and what makes it such a vibrant and diverse place to live and work.

For Watford, the Census 2011 shows the following main breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%), British other Asian (4.4%) and African (3.5%), White Irish (2.3%) and Caribbean (1.7%).

The full breakdown from the Census 2011 is at Appendix 1.

In 2016, the ONS published population estimates by ethnicity. This did not report ethnicities to the level of granularity of the Census but the estimates for 2016 were: White British (59% - 57,000 residents), Asian / Asian British (19% - 19,000 residents), All Other White (12% - 12,000 residents), Black / African / Caribbean / Black British (4% - 4,000 residents), Mixed / Multiple Ethnic Group (4% - 4,000 residents) and Other Ethnic Group (1% - 1,000 residents).

## **National insurance registration**

Census information is now 10 years old (we are anticipating Census 2021 in mid-2022) and it is likely that the ethnic profile of the borough has changed during this time. For example, the Census would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

The National Insurance Registrations for 12 months ending June 2021 shows a significant reduction from the previous year (down from 2,194 registrations to 999). The combined effects of the global pandemic and Brexit have clearly impacted inward migration.

Of those who did register, 114 were from Romania and Bulgaria, 504 from South Asia and 89 from Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, 80 from sub Saharan Africa, 75 came from South East Asia, 21 from North Africa and 23 from Central and South America.

The most recent breakdown (June 2021) is at Appendix B.

## **Language spoken at home**

Other data sources, including school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings that Watford remains a town with a diverse community with English still the predominant language (at around 60%) followed by (in order of self-selection by Watford families): Urdu, Polish, Tamil, Romanian, Gujarati, Pahari, Gujarati and Hindi. The most selected African language spoken is Arabic (113 families – although not spoken exclusively in Africa) and Akan/Twi-Fante (78 families).

The full breakdown for 2018 is at Appendix C.

## **Births and origin of parents**

In 2020, over 60% (64.4%) of children born to Watford based parents, had one or both parents born outside of the UK, with 47% having both parents born outside of the UK. 58% of new mothers in Watford were born outside of the UK (1305 births in total, with 545 to mothers born in the UK and 760 born outside of the UK). Of these 230 mothers were born in the 'new' EU countries – those that had joined since 2004, 304 were born in the EU and 277 in the Middle East and Asia. 105 mothers were born in Africa.

## **EU Settlement Scheme (EUSS) quarterly statistics (28 August 2018 to 31 March 2021) – experimental data**

In September 2021, the Government issued data on the number of applications made to the EUSS from 28 August 2018 to 30 June 2021, and applications concluded during the same time period. This shows that up to June 2021, 19,610 people in Watford had applied for EUSS. Of these the following were the highest number of nationalities who had applied: Romanian (5,910), Polish (3,000), Italian (1,630), Portuguese (1,520), Bulgarian (880), Spanish (800) and Hungarian (770).

The full analysis is at Appendix D.

### **Disability / Health**

Around 85% of the population of Watford state that they have 'good health' and just under 14% recorded a disability (from Census 2011). We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairments.

The 2019 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average.

About 11% (2,305) of children live in low income families. Life expectancy for both men and women is similar to the England average. Life expectancy is 6.1 years lower for men and 2.9 years lower for women in the most deprived areas of Watford than in the least deprived areas.

### **Religion / belief**

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%. In 2016, the ONS published population estimates by religion. This took an estimated population of 94,000 for Watford and the main religions identified through the estimates were: Christian (53%), Muslim (10%), Hindu (9%) with no religion at 26%.

### **Sexual orientation and gender reassignment**

Watford has no specific data on the transgender community within the borough or for the sexual orientation of our community. Both these are covered by the Equality Act 2010. However, it is anticipated that this information will be available shortly following the results of the 2021 Census.

### **Education and skills**

A skilled workforce supports the economic development and employment aspirations for Watford. There has been a mostly increasing trend in educational attainment in Watford over the last few years. Watford's working age population achievement at the NVQ 4 and above is 49.2% of the population, which is the ninth highest in the East of England Region (St Albans the highest at 66.9%). This is significantly higher than the Great Britain average of 43.1%.

### **Deprivation**

The English Indices of Deprivation (IoD) 2019 were published by the Government in September 2019, and updates the previous 2015 Indices, published in September 2015. The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods, called Lower-layer Super Output Areas (LSOAs), in England

The IoD2019 is based on 39 separate indicators, organised across seven distinct domains of deprivation which are combined and weighted to calculate the Index of Multiple Deprivation 2019.

In the IMD 2019, Watford is ranked 195 out of 317 authorities, putting it in the 7<sup>th</sup> decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

Watford is, however, the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne



are the most deprived.) Conversely, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2015.

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

The ten most deprived LSOAs in Watford, as ranked in the IMD 2019 are as follows (the ranking for the last IMD data in 2015 is shown in brackets in the first column). The LSOA, which contains some of Whippendell Road, Chester Road and Durban Road West is within the second most deprived health and disability quartile does not feature in the top 10 most deprived LSOAs.

The LSOA in which the Town Hall Quarter is located is within Park Ward and, whilst not one of the most deprived in Watford, is close to more deprived areas within Central and Vicarage wards.

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (1)	<b>Central</b> (Water Lane, Gladstone Road, Grosvenor Road, part of Radlett Road, Brockleberry Close, Raphael Drive, top part of Queens Road)	E01023860 (009B)	5 (5)	1st (1st)	5055 (5005)	2nd (2nd)
2 (3)	<b>Holywell</b> (Caractacus Green, part of Charlock Way, Moor View, Jellicoe Road, Stripling Way, Rose Gardens)	E01023865 (011C)	21 (22)	1st (1st)	7239 (7800)	3rd (3rd)
3 (2)	<b>Meriden</b> (Garsmouth Way, Aldbury Close, Harvest End, part of York Way)	E01023876 (003D)	26(19)	1st (1st)	7924 (7590)	3rd (3rd)
4 (4)	<b>Holywell</b> (Ascot Road, Greenhill Crescent, Caxton Way, Croxley View)	E01023866 (011D)	27 (30)	1st (1st)	8294 (9203)	3rd (3rd)
5 (7)	<b>Woodside</b> (Haines Way, Queenswood Crescent, Sheriff Way, Nottingham Close)	E01023906 (001C)	61 (41)	1st (1st)	10719 (10062)	4th (4th)
6 (10)	<b>Oxhey</b> (Deacons Hill, Blackwell Drive, Riverside Road, Eastbury Road, Thorpe Crescent)	E01023883 (012B)	62 (49)	1st (1st)	10758 (10710)	4th (4th)
7 (13)	<b>Callowland</b> (Maude Crescent, St George's Road, Breakspeare Close, Nicholas Close)	E01023857 (006C)	67 (56)	1st (1st)	10894 (10812)	4th (4th)
8 (9)	<b>Meriden</b> (Gaddesden Crescent, Bovingdon Crescent, Garston Lane)	E01023877 (003E)	73 (75)	2nd (2nd)	11225 (11837)	4th (4th)
9 (12)	<b>Leggatts</b> (The Harebreaks, Chestnut Walk, Foxhill, Brushrise, Elm Grove)	E01023870 (004C)	78 (52)	2nd (1st)	11515 (10734)	4th (4th)
10 (5)	<b>Stanborough</b> (Clarke Way, Rushton Avenue, Orbital Crescent, Harris Road)	E01023891 (002B)	92 (31)	1st (1st)	11970 (9377)	4th (3rd)

**Table 1: Watford Ward Data from the English Indices of Deprivation (IoD) 2019**

## MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement. It confirms we are a young and diverse borough.

Type Code	Type Label	Type Description	2020 Households	2020 Watford %	Trend since 2017	2017 Rank
O61	Career Builders	Professional singles and couples in their 20s and 30s progressing in their field of work from commutabl	5257	13.3%	↑	1
G26	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	3660	9.2%	↑	3
N58	Culture & Comfort	Thriving families with good incomes in diverse suburbs	3575	9.0%	↓	2
O63	Flexible Workforce	Successful young renters ready to move to follow worthwhile incomes from service sector jobs	2927	7.4%	↑	6
I36	Solid Economy	Stable families with children, renting higher value homes from social landlords	2701	6.8%	↑	5
N57	Community Elders	Established older households owning city homes in diverse neighbourhoods	2574	6.5%	↑	9
H30	Primary Ambitions	Families with school-age children, who have bought the best house they can afford within popular neigh	2434	6.1%	↑	7
G27	Thriving Independence	Well-qualified older singles with incomes from successful professional careers in good quality housing	1949	4.9%	↓	4
N60	Ageing Access	Older residents owning small inner suburban properties with good access to amenities	1731	4.4%	↑	10
B05	Premium Fortunes	Asset-rich families with substantial income, established in distinctive, expansive homes in wealthy encl	1448	3.6%	↓	8
<b>Total (Top 10)</b>			<b>28256</b>			
<b>Total Households in Watford</b>			<b>39675</b>			

**Table 2: Watford's MOSAIC profile (2019)**

## Appendix A:

### Census 2011: Watford Borough ethnicity data

	WATFORD 2011
White: English/Welsh/Scottish/Northern Irish/British	61.9% (55,875)
White Irish	2.3% (2,063)
White: Gypsy or Irish Traveller	0.1% (61)
White: Other White	7.7% (6,947)
Mixed/multiple ethnic group: White and Black Caribbean	1.1% (990)
Mixed/multiple ethnic group: White and Black African	0.5% (412)
Mixed/multiple ethnic group: White and Asian	1.0% (939)
Mixed/multiple ethnic group: Other Mixed	0.8% (763)
Asian/Asian British: Indian	5.5% (4,923)
Asian/Asian British: Pakistani	6.7% (6,082)
Asian/Asian British: Bangladeshi	0.4% (362)

Asian/Asian British: Chinese	0.9% (822)
Asian/Asian British: Other Asian	4.4% (3,981)
Black/African/Caribbean/Black British: African	3.5% (3,142)
Black/African/Caribbean/Black British: Caribbean	1.7% (1,558)
Black/African/Caribbean/Black British: Other Black	0.6% (529)
Other ethnic group: Arab	0.3% (294)
Other ethnic group: Any other ethnic group	0.6% (558)

**Appendix B**

**National Insurance registrations – Hertfordshire – 12 months ending June 2021**

	TOTAL	European Union				Non-European Union (Other Europe)	Asia					Sub-Saharan Africa	No Afri
		Europe an Union EU15	Europe an Union EU8	Europe an Union EU2	Europe an Union Other	Other Europe	Middle East and Central Asia	East Asia	South Asia	South East Asia			
Broxbourne	236	24	8	76	..	55	7	..	17	5	35	..	
Dacorum	342	73	7	56	..	23	13	8	82	12	46	1	
East Hertfordshire	263	114	18	11	6	22	..	6	19	14	25	0	
Hertsmere	386	51	10	74	..	42	21	7	60	24	58	9	
North Hertfordshire	160	24	9	7	..	7	5	8	45	11	25	1	
St Albans	356	79	12	30	5	26	8	10	60	20	41	9	
Stevenage	513	32	12	51	..	13	9	5	145	110	103	2	
Three Rivers	166	28	7	22	..	8	..	9	55	..	13	..	
Watford	999	86	18	114	..	36	7	11	504	75	80	2	
Welwyn Hatfield	1,391	68	29	137	6	36	22	11	629	28	383	1	

World area reporting structure - subgroups and nationalities.

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Asia	East Asia	China
Asia	East Asia	Hong Kong
Asia	East Asia	Japan
Asia	East Asia	Macau
Asia	East Asia	Mongolia
Asia	East Asia	North Korea
Asia	East Asia	South Korea
Asia	East Asia	Taiwan
Asia	Middle East and Central Asia	Afghanistan
Asia	Middle East and Central Asia	Bahrain
Asia	Middle East and Central Asia	Iran
Asia	Middle East and Central Asia	Iraq
Asia	Middle East and Central Asia	Israel
Asia	Middle East and Central Asia	Jordan
Asia	Middle East and Central Asia	Kazakhstan
Asia	Middle East and Central Asia	Kuwait
Asia	Middle East and Central Asia	Kyrgyzstan
Asia	Middle East and Central Asia	Lebanon
Asia	Middle East and Central Asia	Oman
Asia	Middle East and Central Asia	Qatar
Asia	Middle East and Central Asia	Saudi Arabia
Asia	Middle East and Central Asia	Sharjah
Asia	Middle East and Central Asia	Syria
Asia	Middle East and Central Asia	Tajikistan
Asia	Middle East and Central Asia	Turkmenistan
Asia	Middle East and Central Asia	United Arab Emirates
Asia	Middle East and Central Asia	Uzbekistan

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Asia	Middle East and Central Asia	Yemen
Asia	South Asia	Bangladesh
Asia	South Asia	Bhutan
Asia	South Asia	British Indian Ocean Ter
Asia	South Asia	India
Asia	South Asia	Maldives
Asia	South Asia	Nepal
Asia	South Asia	Pakistan
Asia	South Asia	Sri Lanka
Asia	South East Asia	Brunei
Asia	South East Asia	Burma
Asia	South East Asia	Cambodia
Asia	South East Asia	East Timor
Asia	South East Asia	Indonesia
Asia	South East Asia	Laos
Asia	South East Asia	Malaysia
Asia	South East Asia	Philippines
Asia	South East Asia	Sabah
Asia	South East Asia	Sarawak
Asia	South East Asia	Singapore
Asia	South East Asia	Thailand
Asia	South East Asia	Vietnam
European Union	European Union EU15	Austria
European Union	European Union EU15	Belgium
European Union	European Union EU15	Denmark
European Union	European Union EU15	Finland
European Union	European Union EU15	France

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
European Union	European Union EU15	Germany
European Union	European Union EU15	Greece
European Union	European Union EU15	Ireland
European Union	European Union EU15	Italy
European Union	European Union EU15	Luxembourg
European Union	European Union EU15	Netherlands
European Union	European Union EU15	Portugal
European Union	European Union EU15	Spain
European Union	European Union EU15	Sweden
European Union	European Union EU2	Bulgaria
European Union	European Union EU2	Romania
European Union	European Union EU8	Czech Republic
European Union	European Union EU8	Estonia
European Union	European Union EU8	Hungary
European Union	European Union EU8	Latvia
European Union	European Union EU8	Lithuania
European Union	European Union EU8	Poland
European Union	European Union EU8	Slovakia
European Union	European Union EU8	Slovenia
European Union	European Union Other	Croatia
European Union	European Union Other	Cyprus
European Union	European Union Other	Malta
Non-European Union (Other Europe)	Other Europe	Albania
Non-European Union (Other Europe)	Other Europe	Andorra
Non-European Union (Other Europe)	Other Europe	Armenia
Non-European Union (Other Europe)	Other Europe	Azerbaijan
Non-European Union (Other Europe)	Other Europe	Belarus

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Non-European Union (Other Europe)	Other Europe	Bosnia and Herzegovina
Non-European Union (Other Europe)	Other Europe	Bouvet Island
Non-European Union (Other Europe)	Other Europe	Faroe Islands
Non-European Union (Other Europe)	Other Europe	Georgia
Non-European Union (Other Europe)	Other Europe	Greenland
Non-European Union (Other Europe)	Other Europe	Iceland
Non-European Union (Other Europe)	Other Europe	Liechtenstein
Non-European Union (Other Europe)	Other Europe	Macedonia
Non-European Union (Other Europe)	Other Europe	Moldova
Non-European Union (Other Europe)	Other Europe	Monaco
Non-European Union (Other Europe)	Other Europe	Norway
Non-European Union (Other Europe)	Other Europe	Russia
Non-European Union (Other Europe)	Other Europe	San Marino
Non-European Union (Other Europe)	Other Europe	Serbia & Montenegro
Non-European Union (Other Europe)	Other Europe	Switzerland
Non-European Union (Other Europe)	Other Europe	Turkey
Non-European Union (Other Europe)	Other Europe	Ukraine
Non-European Union (Other Europe)	Other Europe	Vatican City
Rest of the World	Central and South America	Anguilla
Rest of the World	Central and South America	Antigua
Rest of the World	Central and South America	Antilles (Netherlands)
Rest of the World	Central and South America	Argentina
Rest of the World	Central and South America	Aruba and Curaçao
Rest of the World	Central and South America	Bahamas
Rest of the World	Central and South America	Barbados
Rest of the World	Central and South America	Barbuda
Rest of the World	Central and South America	Belize

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Central and South America	Bermuda
Rest of the World	Central and South America	Bolivia
Rest of the World	Central and South America	Brazil
Rest of the World	Central and South America	Cayman Islands
Rest of the World	Central and South America	Chile
Rest of the World	Central and South America	Colombia
Rest of the World	Central and South America	Costa Rica
Rest of the World	Central and South America	Cuba
Rest of the World	Central and South America	Dominica
Rest of the World	Central and South America	Dominican Rep
Rest of the World	Central and South America	Ecuador
Rest of the World	Central and South America	El Salvador
Rest of the World	Central and South America	Falkland Islands
Rest of the World	Central and South America	French Guiana
Rest of the World	Central and South America	Grenada
Rest of the World	Central and South America	Guadeloupe
Rest of the World	Central and South America	Guatemala
Rest of the World	Central and South America	Guyana
Rest of the World	Central and South America	Haiti
Rest of the World	Central and South America	Honduras
Rest of the World	Central and South America	Jamaica
Rest of the World	Central and South America	Martinique
Rest of the World	Central and South America	Mexico
Rest of the World	Central and South America	Montserrat
Rest of the World	Central and South America	Nicaragua
Rest of the World	Central and South America	Panama
Rest of the World	Central and South America	Paraguay



<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Central and South America	Peru
Rest of the World	Central and South America	Sint Maarten (Dutch Pa
Rest of the World	Central and South America	South Georgia & South
Rest of the World	Central and South America	St Kitts and Nevis
Rest of the World	Central and South America	St Lucia
Rest of the World	Central and South America	St Pierre & Miquelon
Rest of the World	Central and South America	St Vincent & Grenadines
Rest of the World	Central and South America	Suriname
Rest of the World	Central and South America	Trinidad & Tobago
Rest of the World	Central and South America	Turks & Caicos Islands
Rest of the World	Central and South America	Uruguay
Rest of the World	Central and South America	Venezuela
Rest of the World	Central and South America	Virgin Islands (British)
Rest of the World	North Africa	Algeria
Rest of the World	North Africa	Egypt
Rest of the World	North Africa	Libya
Rest of the World	North Africa	Mauritania
Rest of the World	North Africa	Morocco
Rest of the World	North Africa	Sudan
Rest of the World	North Africa	Tunisia
Rest of the World	North Africa	Western Sahara
Rest of the World	North America	Canada
Rest of the World	North America	Puerto Rico
Rest of the World	North America	United States
Rest of the World	North America	Virgin Islands (USA)
Rest of the World	Oceania	American Samoa
Rest of the World	Oceania	Antarctic Territories (Br

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Oceania	Australia
Rest of the World	Oceania	Christmas Island
Rest of the World	Oceania	Cocos (Keeling) Islands
Rest of the World	Oceania	Cook Islands
Rest of the World	Oceania	Fiji
Rest of the World	Oceania	French Polynesia (inc. T
Rest of the World	Oceania	French Southern Territo
Rest of the World	Oceania	Heard Island & McDona
Rest of the World	Oceania	Micronesia (Sub Region
Rest of the World	Oceania	New Caledonia
Rest of the World	Oceania	New Zealand
Rest of the World	Oceania	Niue
Rest of the World	Oceania	Norfolk Island
Rest of the World	Oceania	Papua New Guinea
Rest of the World	Oceania	Pitcairn
Rest of the World	Oceania	Samoa
Rest of the World	Oceania	Solomon Islands
Rest of the World	Oceania	Tokelau
Rest of the World	Oceania	Tonga
Rest of the World	Oceania	Tuvalu
Rest of the World	Oceania	US Minor Outlying Islan
Rest of the World	Oceania	Vanuatu
Rest of the World	Oceania	Wallis & Futuna
Rest of the World	Sub-Saharan Africa	Angola
Rest of the World	Sub-Saharan Africa	Benin
Rest of the World	Sub-Saharan Africa	Botswana
Rest of the World	Sub-Saharan Africa	Burkina Faso

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Sub-Saharan Africa	Burundi
Rest of the World	Sub-Saharan Africa	Cameroon
Rest of the World	Sub-Saharan Africa	Cape Verde
Rest of the World	Sub-Saharan Africa	Central African Republic
Rest of the World	Sub-Saharan Africa	Chad
Rest of the World	Sub-Saharan Africa	Comoros
Rest of the World	Sub-Saharan Africa	Congo
Rest of the World	Sub-Saharan Africa	Congo (Democratic Rep
Rest of the World	Sub-Saharan Africa	Djibouti
Rest of the World	Sub-Saharan Africa	Equatorial Guinea
Rest of the World	Sub-Saharan Africa	Eritrea
Rest of the World	Sub-Saharan Africa	Ethiopia
Rest of the World	Sub-Saharan Africa	Gabon
Rest of the World	Sub-Saharan Africa	Gambia
Rest of the World	Sub-Saharan Africa	Ghana
Rest of the World	Sub-Saharan Africa	Guinea
Rest of the World	Sub-Saharan Africa	Guinea-Bissau
Rest of the World	Sub-Saharan Africa	Ivory Coast
Rest of the World	Sub-Saharan Africa	Kenya
Rest of the World	Sub-Saharan Africa	Lesotho
Rest of the World	Sub-Saharan Africa	Liberia
Rest of the World	Sub-Saharan Africa	Madagascar
Rest of the World	Sub-Saharan Africa	Malawi
Rest of the World	Sub-Saharan Africa	Mali
Rest of the World	Sub-Saharan Africa	Mauritius
Rest of the World	Sub-Saharan Africa	Mayotte
Rest of the World	Sub-Saharan Africa	Mozambique

<b>World region</b>	<b>Sub group</b>	<b>Nationality</b>
Rest of the World	Sub-Saharan Africa	Namibia
Rest of the World	Sub-Saharan Africa	Niger
Rest of the World	Sub-Saharan Africa	Nigeria
Rest of the World	Sub-Saharan Africa	Reunion
Rest of the World	Sub-Saharan Africa	Rwanda
Rest of the World	Sub-Saharan Africa	Sao Tome and Principe
Rest of the World	Sub-Saharan Africa	Senegal
Rest of the World	Sub-Saharan Africa	Seychelles
Rest of the World	Sub-Saharan Africa	Sierra Leone
Rest of the World	Sub-Saharan Africa	Somalia
Rest of the World	Sub-Saharan Africa	South Africa
Rest of the World	Sub-Saharan Africa	St Helena
Rest of the World	Sub-Saharan Africa	Swaziland
Rest of the World	Sub-Saharan Africa	Tanzania
Rest of the World	Sub-Saharan Africa	Togo
Rest of the World	Sub-Saharan Africa	Uganda
Rest of the World	Sub-Saharan Africa	Zambia
Rest of the World	Sub-Saharan Africa	Zimbabwe

### **Appendix C:**

#### **Languages spoken at home from Watford school survey**

<b>Language</b>	<b>Total</b>	<b>Percentage</b>
English*	8751	59.10%
Urdu	980	6.62%
Polish	501	3.38%
Tamil	456	3.08%
Romanian	380	2.57%

Gujarati	373	2.52%
Pahari (Pakistan)	265	1.79%
Hindi	226	1.53%
Other than English*	150	1.01%
Portuguese	150	1.01%
Panjabi	121	0.82%
Malayalam	117	0.79%
Arabic	113	0.76%
Sinhala	97	0.66%
Italian	96	0.65%
Telugu	81	0.55%
Akan/Twi-Fante	78	0.53%
Bulgarian	77	0.52%
French	75	0.51%
Spanish	74	0.50%
Albanian/Shqip	64	0.43%
Nepali	61	0.41%
Turkish	58	0.39%
Bengali	56	0.38%
Hungarian	55	0.37%
Russian	49	0.33%
Filipino	48	0.32%
Chinese	44	0.30%
Chinese (Cantonese)	41	0.28%
Marathi	38	0.26%
Dari Persian	35	0.24%
Somali	34	0.23%

Portuguese (any other)	33	0.22%
Lithuanian	32	0.22%
Panjabi (Mirpuri)	32	0.22%
Romanian (Romania)	32	0.22%
Pashto/Pakhto	31	0.21%
Persian/Farsi	31	0.21%
Slovak	31	0.21%
Shona	30	0.20%
Wolof	30	0.20%
Akan (Twi/Asante)	29	0.20%
Japanese	29	0.20%
Chinese (Mandarin/Putonghua)	28	0.19%
Refused*	28	0.19%
Yoruba	28	0.19%
Czech	27	0.18%
Portuguese (Brazil)	24	0.16%
Farsi/Persian (any other)	24	0.16%
Tagalog/Filipino	24	0.16%
Tagalog	21	0.14%
Classification pending	21	0.14%
Bengali (Sylheti)	19	0.13%
Panjabi (any other)	19	0.13%
Greek	18	0.12%
Kashmiri	18	0.12%
Panjabi (Gurmukhi)	17	0.11%
Kannada	16	0.11%
Akan (Fante)	15	0.10%

Dutch/Flemish	15	0.10%
Bengali (any other)	14	0.09%
German	14	0.09%
Swahili/Kiswahili	13	0.09%
Thai	13	0.09%
Igbo	12	0.08%
Believed to be other than English*	11	0.07%
Vietnamese	11	0.07%
Kikuyu/Gikuyu	10	0.07%
Other language	10	0.07%
Katchi	9	0.06%
Korean	9	0.06%
Macedonian	9	0.06%
Swahili (any other)	9	0.06%
Ukrainian	9	0.06%
Danish	8	0.05%
Guarani	8	0.05%
Arabic (Algeria)	7	0.05%
Ewe	7	0.05%
Konkani	7	0.05%
Kurdish	7	0.05%
Lingala	7	0.05%
Serbian	7	0.05%
Latvian	6	0.04%
Panjabi (Pothwari)	6	0.04%
Believed to be English*	5	0.03%
Ga	5	0.03%

Hebrew	5	0.03%
Manding/Malinke	5	0.03%
Bosnian	5	0.03%
Sindhi	5	0.03%
Afrikaans	4	0.03%
Arabic (any other)	4	0.03%
Caribbean Creole English	4	0.03%
Chinese (any other)	4	0.03%
Chichewa/Nyanja	4	0.03%
Fula/Fulfulde-Pulaar	4	0.03%
Ndebele	4	0.03%
Slovenian	4	0.03%
Berber (Tamashek)	4	0.03%
Finnish	3	0.02%
Greek (any other)	3	0.02%
Krio	3	0.02%
Norwegian	3	0.02%
Pahari/Himachali (India)	3	0.02%
Romanian (Moldova)	3	0.02%
Croatian	3	0.02%
Swedish	3	0.02%
Amharic	2	0.01%
Arabic (Morocco)	2	0.01%
Caribbean Creole French	2	0.01%
Idoma	2	0.01%
Luganda	2	0.01%
Manding/Malinke (any other)	2	0.01%



Bambara	2	0.01%
Ndebele (South Africa)	2	0.01%
Romany/English Romanes	2	0.01%
Serbian/Croatian/Bosnian	2	0.01%
Tibetan	2	0.01%
Adangme	1	0.01%
Assyrian/Aramaic	1	0.01%
Bemba	1	0.01%
Burmese/Myanma	1	0.01%
Bengali (Chittagong/Noakhali)	1	0.01%
Chinese (Hakka)	1	0.01%
Welsh/Cymraeg	1	0.01%
Ebira	1	0.01%
Esan/Ishan	1	0.01%
Estonian	1	0.01%
Greek (Cyprus)	1	0.01%
Ilokano	1	0.01%
Kisi (West Africa)	1	0.01%
Kurdish (Kurmanji)	1	0.01%
Lusoga	1	0.01%
Malay/Indonesian	1	0.01%
Malay (any other)	1	0.01%
Mauritian/Seychelles Creole	1	0.01%
Ndebele (Zimbabwe)	1	0.01%
Romani (International)	1	0.01%
Sotho/Sesotho	1	0.01%
Tiv	1	0.01%

Berber/Tamazight (any other)	1	0.01%
Uzbek	1	0.01%
Venda	1	0.01%
Xhosa	1	0.01%
Zulu	1	0.01%
14808	100.00%	

#### Appendix D

*EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 June 2021  
(Countries A-K)*

#### *Hertfordshire Districts and Borough comparisons*

	Total	Austria	Belgium	Bulgaria	Croatia	Cyprus	Czech Republic	Denmark	Estonia	Finland	France
Broxbourne	10,480	40	40	770	*	150	50	30	20	10	190
Dacorum	11,560	30	110	640	10	20	130	80	30	20	380
East Hertfordshire	9,850	40	30	460	20	30	140	60	30	50	350
Hertsmere	12,700	40	110	520	30	70	140	50	20	40	400
North Hertfordshire	5,840	10	50	240	10	30	60	70	30	50	380
St Albans	10,120	60	110	410	40	40	170	100	30	90	660
Stevenage	7,120	30	50	340	40	30	60	10	20	20	180
Three Rivers	6,350	30	30	230	20	10	60	40	10	40	260
Watford	19,160	40	140	880	30	20	140	50	30	50	570
Welwyn Hatfield	14,240	20	100	700	40	100	110	50	30	40	270

\* = 1 to 9

*EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 June 2021  
(Countries L-R)*

*Hertfordshire Districts and Borough comparisons*

	Total	Latvia	Liechtenstein	Lithuania	Luxembourg	Malta	Netherlands	Norway
Broxbourne	10,480	180	0	640	*	10	110	*
Dacorum	11,560	180	0	310	*	20	200	30
East Hertfordshire	9,850	90	0	250	*	20	200	30
Hertsmere	12,700	80	0	320	*	20	240	30
North Hertfordshire	5,840	80	0	210	0	10	170	20
St Albans	10,120	60	0	170	*	20	280	40
Stevenage	7,120	100	0	240	0	*	120	20
Three Rivers	6,350	60	0	230	*	20	130	40
Watford	19,160	160	0	340	20	20	360	30
Welwyn Hatfield	14,240	130	0	390	*	20	190	30

*EU Settlement Scheme: applications by nationality, region and local authority, 28 August 2018 to 30 June 2021  
(Countries S-Z)*

*Hertfordshire Districts and Borough comparisons*

		Slovakia	Slovenia	Spain	Sweden	Switzerland	Non-EEA **
Broxbourne	10,480	80	*	270	50	*	480
Dacorum	11,560	200	*	430	80	30	810
East Hertfordshire	9,850	110	20	710	100	40	370
Hertsmere	12,700	290	20	400	90	30	760

North Hertfordshire	5,840	100	10	340	90	20	310
St Albans	10,120	200	*	950	150	60	580
Stevenage	7,120	120	*	270	40	20	390
Three Rivers	6,350	100	10	200	110	30	260
Watford	19,160	190	20	800	140	20	1,560
Welwyn Hatfield	14,240	210	10	460	80	40	740

\* = 1 to 9

\*\* = People from outside of the European Union and European Economic Area (EEA) can be described as “third country” or “non-EEA” nationals. Direct family members are: **spouse, civil partner, dependent children and grandchildren**, of either partner, up to age 21, as well as dependant parents and grandparents of either partner



# **Local Cycling and Walking Infrastructure Plan**

Watford Borough Council & Three Rivers District  
Council

December 2021



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# **Local Cycling and Walking Infrastructure Plan**

Watford Borough Council & Three Rivers District  
Council

December 2021

## Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
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2	12/01/2022	AK	EJ	NW	Final report – following Client comments
3	13/01/2022	AK	EJ	NW	Final report – following Client comments – minor updates

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# 1 Introduction

This document is the Local Cycling and Walking Infrastructure Plan for Watford Borough Council (WBC) and Three Rivers District Council (TRDC), developed with these two local authorities and in partnership with Hertfordshire County Council (HCC) as the Highway Authority. This version of the document focusses on the routes within Watford Borough as schemes are still being developed in Three Rivers. A second version of the document will combine the schemes for both districts.

## 1.1 LCWIP background

In April 2017, the Department for Transport (DfT) published the first National Cycling and Walking Investment Strategy (CWIS)<sup>1</sup>.

The CWIS is based around the ambition to make cycling and walking ‘the natural choices for shorter journeys, or as part of longer journeys’. The strategy is seeking to support the transformation of local areas where the dominance of the motorised vehicle will be reduced to tackle congestion, support local economies and improve physical and mental health.

The CWIS identified short to long term objectives for cycling and walking, with short term targets focusing on increased journeys by active modes, including an increase in the percentage of children that walk to school. Short term safety targets have also been identified, which will reduce the rate of cyclists killed or seriously injured on England’s roads.

Table 1.1 presents the long term (by 2040) DfT aspirations relating to cycling and walking.

**Table 1.1: DfT Cycling and Walking Long Term Aspirations**

Government Ambition	Objectives
<b>Better Safety – ‘A safe and reliable way to travel for shorter journeys’</b>	<ul style="list-style-type: none"> <li>• Streets where cyclists and pedestrians feel they belong and are safe</li> <li>• Better connected communities</li> <li>• Safe traffic speeds, with low speed limits where appropriate</li> <li>• Cycle training opportunities for all children</li> </ul>
<b>Better Mobility – ‘More people cycling and walking – easy, normal and enjoyable’</b>	<ul style="list-style-type: none"> <li>• More high quality cycling facilities.</li> <li>• More urban areas that are considered walkable.</li> <li>• Rural roads which provide improved safety for cycling and walking.</li> <li>• More networks of routes around public transport hubs and town centres.</li> <li>• Better links to schools and workplaces.</li> <li>• Technological innovations that can promote more and safer cycling and walking.</li> <li>• Behaviour change opportunities to support increased walking and cycling.</li> <li>• Better integrated routes for those with disabilities or health conditions.</li> </ul>
<b>Better Streets – ‘Places that have cycling and walking at their heart’</b>	<ul style="list-style-type: none"> <li>• Places designed for people of all abilities and ages.</li> <li>• Improved public realm.</li> <li>• Better planning for walking and cycling.</li> <li>• More community based activities such as led rides.</li> <li>• A wider green network of paths, routes and open spaces.</li> </ul>

Source: Department for Transport Local cycling and walking infrastructure plans technical guidance

<sup>1</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/603527/cycling-walking-investment-strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/603527/cycling-walking-investment-strategy.pdf)

To achieve the objectives set out within the CWIS, it is imperative that local bodies across England develop high quality cycling and walking infrastructure to encourage mode shift towards active modes. To achieve the Government's ambition to normalise both modes of active travel, guidance has been developed to support local authorities produce Local Cycling and Walking Infrastructure Plans (LCWIP).

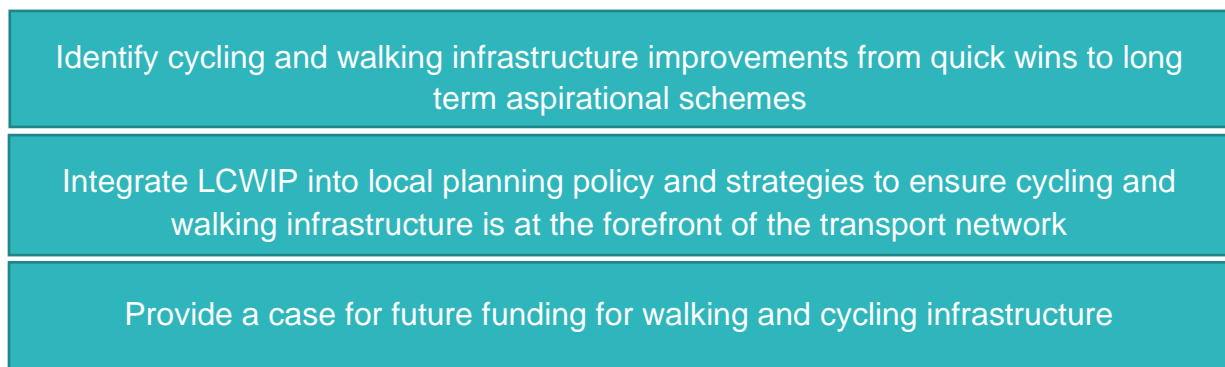
LCWIPs are a new, strategic approach developed to support the aims and objectives of CWIS. The LCWIP process enables the identification of cycling and walking improvements required at the local level. The process enables a long-term approach to developing local cycling and walking networks, ideally over a 10 year period, and form a vital component of the Government's strategy to increase the number of trips made by both forms of active travel.

The key outputs of LCWIPs are<sup>2</sup>:

- A network plan for walking and cycling which identifies preferred routes and core zones for further development
- A prioritised programme of infrastructure improvements for future investment
- A report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network

Figure 1.1 shows the key benefits of local bodies developing a strategic approach to cycling and walking infrastructure through LCWIPs.

**Figure 1.1: Benefits of the LCWIP process**



Source: Mott MacDonald

### 1.3 The LCWIP process

The recommended process for creating an LCWIP is set out in the LCWIP Guidance from DfT, and comprises six stages, outlined in Table 1.2. This broadly reflects the process undertaken for Watford and Three Rivers. This report follows this structure and explains how it has been applied in the development of this document.

---

<sup>2</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/607016/cycling-walking-infrastructure-technical-guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/607016/cycling-walking-infrastructure-technical-guidance.pdf)

**Table 1.2: The LCWIP Process**

Stage	Name	Description
1	<b>Determining Scope</b>	Establish the geographical extent of the LCWIP, and arrangements for governing and preparing the plan.
2	<b>Gathering Information</b>	Identify existing patterns of walking and cycling and potential new journeys. Review existing conditions and identify barriers to cycling and walking. Review related transport and land use policies and programmes.
3	<b>Network Planning for Cycling</b>	Identify origin and destination points and cycle flows. Convert flows into a network of routes and determine the type of improvements required.
4	<b>Network Planning for Walking</b>	Identify key trip generators, core walking zones and routes, audit existing provision and determine the type of improvements required.
5	<b>Prioritising Improvements</b>	Prioritise improvements to develop a phased programme for future investment.
6	<b>Integration and Application</b>	Integrate outputs into local planning and transport policies, strategies, and delivery plans.

Source: LCWIP Guidance, DfT, 2017

## 2 Determining scope – LCWIP Stage 1

### 2.1 Overview of the joint LCWIP

Taking advantage of the strong geographical links between Watford and Three Rivers, the LCWIP considers the route network across both authorities. This version of the document focusses on the Watford routes. A second version which will comprise a full joint LCWIP will be produced once Three Rivers routes are fully assessed.

This LCWIP includes a study detailing the existing walking and cycling networks and the existing infrastructure, to inform a programme of walking and cycling network improvements.

#### 2.1.1 Objectives

In addition to the production of an LCWIP setting out the strategic walking and cycling networks in the study area, the following supplementary objectives and aspirations were identified by the HCC, WBC and TRDC at the project inception meeting on 6<sup>th</sup> April 2020:

- The LCWIP needs to build up ‘a bigger picture’ of the cycling network to ensure that local areas are ultimately connected into the strategic LCWIP network.
- A ‘whole network’ approach to ensure that the network is completely joined up.
- Key routes leading to Watford town centre (Clarendon Road, St Albans Road and Vicarage Road) must be included as they have been identified as political priorities.
- WBC has aspirations to increase walking and cycle for all and to reduce car use.

### 2.2 Establishing the geographical extent

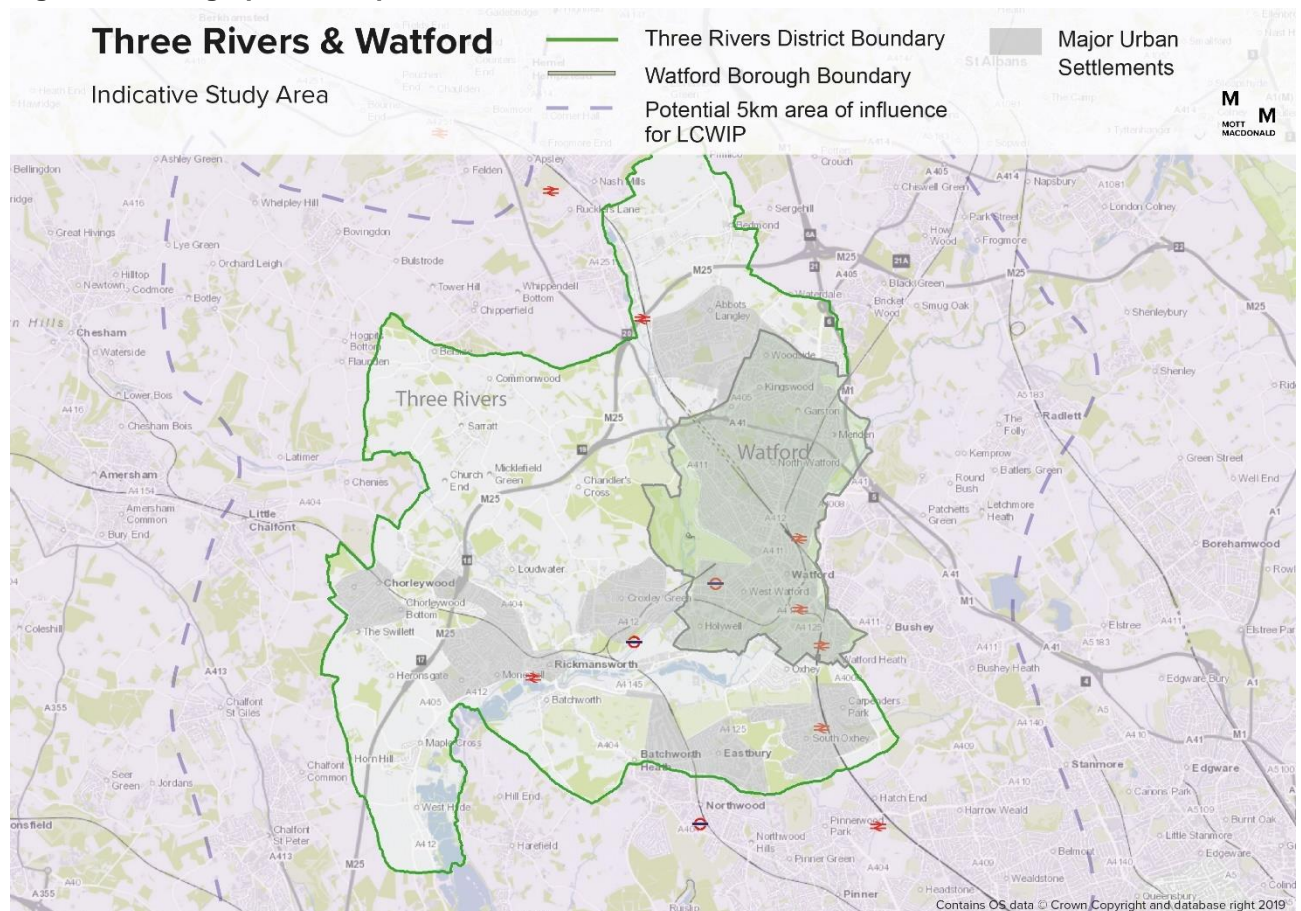
The joint LCWIP is for WBC and TRDC local authorities. These two local authorities sit within the County of Hertfordshire, with the County Council responsible for the management of the highway network.

Watford is located to the East of the study area and has a large population of over 96,000 people within 8.3 square miles. Three Rivers District is located to the West of the study area and has more suburban and rural characteristics with strategically important transport corridors. Both Three Rivers and Watford have high transport accessibility with a high proportion of commuter travel.

When defining the geographical scope of the LCWIP, origins and destinations within a reasonable cycling distance (approximately 5km) have been included. Therefore, some of these origins and destinations are beyond the immediate local authority boundaries.

Figure 2.1 sets out the geographical extents of the LCWIP.

**Figure 2.1: Geographical scope**



Source: Mott MacDonald

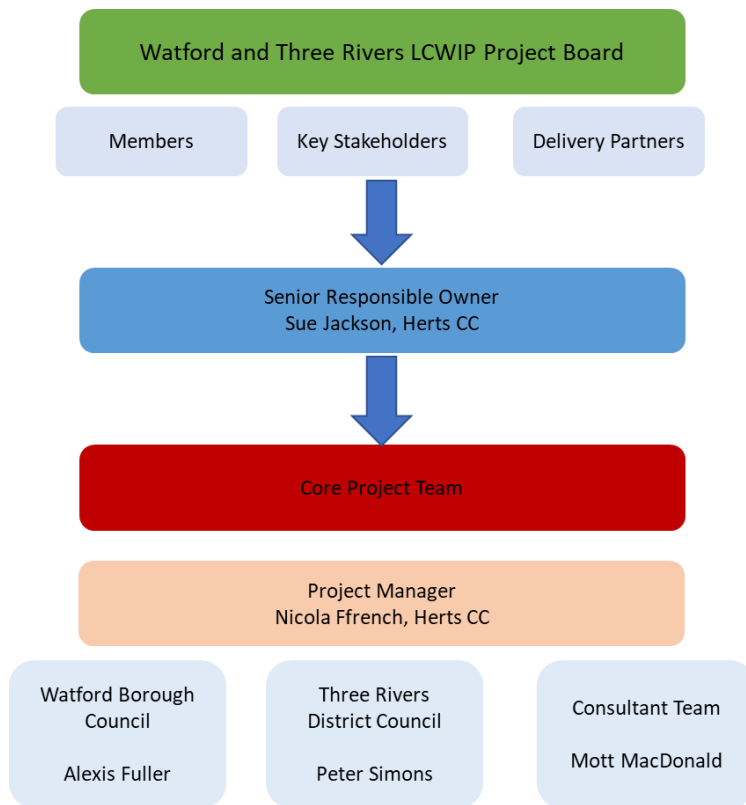
### 2.3 LCWIP governance structure

As outlined in the DfT’s LCWIP guidance, the governance and delivery arrangements need to be proportionate to the scale and complexity of the LCWIP. This LCWIP is categorised within the LCWIP guidance as a joint local authority delivery model, as there are a significant number of potential trips occurring between neighbouring authorities.

The delivery model for Watford and Three Rivers LCWIP is shown in the Figure 2.2 below.



**Figure 2.2: Governance structure for the Watford and Three Rivers LCWIP**



Source: Mott MacDonald

## 2.4 Stakeholder Engagement Approach

Engagement with local stakeholders is an important element of developing a robust LCWIP, with feedback from local authority officers, members and stakeholder groups a vital way of incorporating local experience into the plan.

Two rounds of stakeholder engagement were held during the LCWIP development;

**October 2020** – An introductory workshop with key stakeholders, setting out the context for the work, the process of the LCWIP, and outlining the work completed as part of LCWIP stages 1 and 2, and introducing the emerging walking and cycling networks.

**June/October 2021** – An update workshop on the Watford (June) and Three Rivers (October) network planning stages, including an overview of the pre-prioritisation process, and discussion of the audited routes in both areas.

Closer engagement with local Members has been carried out during the LCWIP development by the local authority officers and fed back into the LCWIP development.

The engagement has allowed the project team to better understand the views of the people who are likely to use the networks under development and gather local knowledge on routeing and prioritisation.

## 3 Background context and gathering information – LCWIP Stage 2

This first part of this section provides an overview of recent documents which have been produced by HCC, WBC and TRDC and are of material consideration for the development of the Watford and Three Rivers LCWIP. The second part of the section considers the baseline conditions for active travel – reviewing existing demand and networks.

### 3.1 Policy context

The LCWIP advances the strategic walking and cycling network planning in the study area and takes into account work completed to date. Key documents, including the local authority Local Plans which set out the local development aspirations, and existing active travel strategies have influenced the development of the walking and cycling networks, and are considered in this section. The LCWIP supports the new Transforming Travel in Watford: the strategy for 2021-2041 (TTIW) which seeks to develop the active travel network in the town as part of a range of transport improvements.

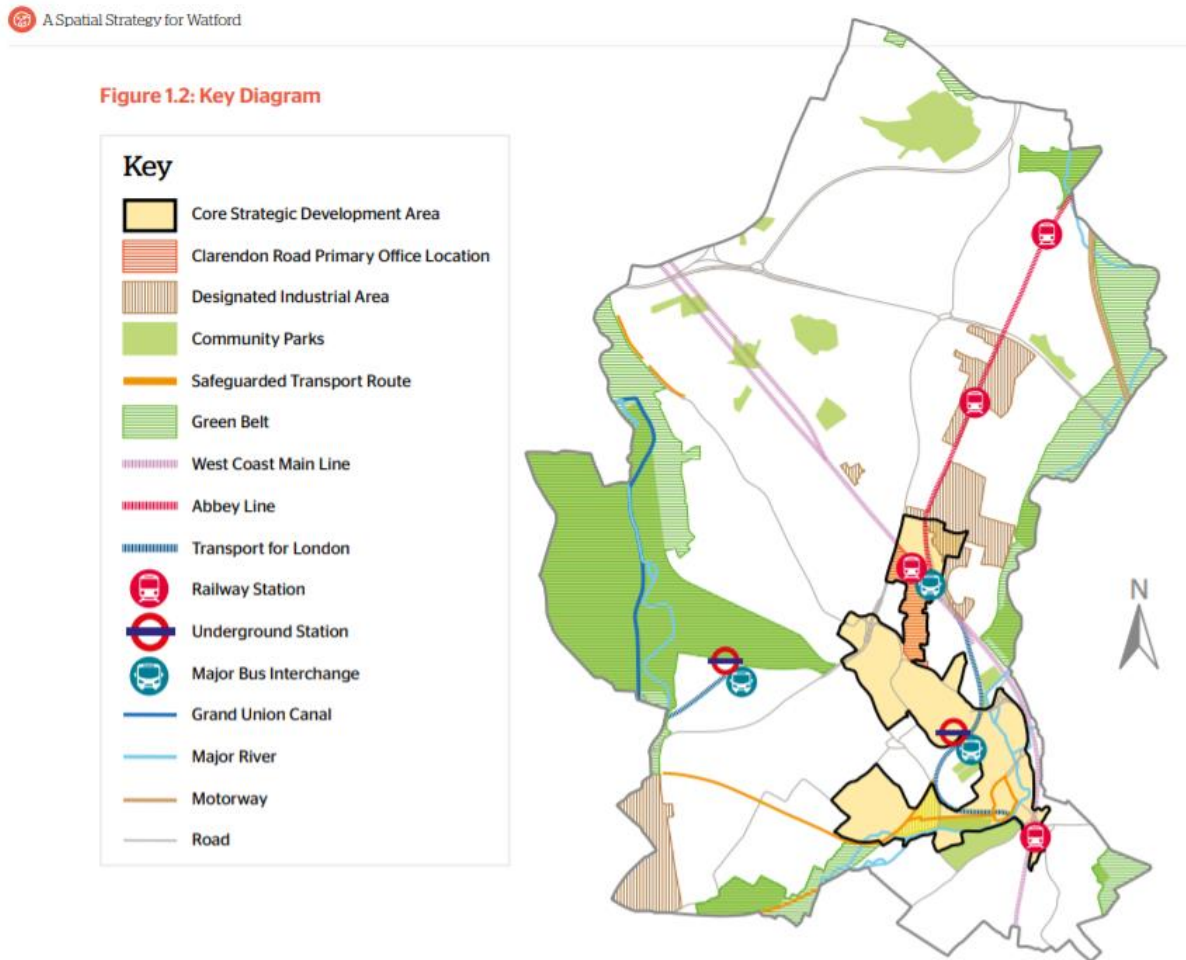
#### 3.1.1 Watford Borough Council Draft Local Plan 2020-2036

The Watford Local Plan 2018-2036 sets out the growth strategy for the borough and identifies how much development will take place and where it should be delivered. Figure 3.1 shows the local context. From a current population of 96,000 the Plan makes provision for 14,988 new homes and the creation of 11,500 new jobs. Reducing reliance on the car and increasing the number of people walking and cycling has been identified as a key aspiration for sustainable development. There are strategic transport, mobility and infrastructure objectives, and three Strategic Development Areas have been identified within a Core Development Area, at the following locations:

- Watford Gateway
- Town Centre
- Colne Valley

Allocated development sites have been considered in the origin-destination analysis in Chapter 4.

**Figure 3.1: Watford local context**



Source: Watford Borough Council Draft Local Plan

### 3.1.2 Watford High Street (North) and Cultural Hub Masterplan 2019 – Watford Borough Council

The Watford High Street (North) and Cultural Hub Masterplan was developed to regenerate and enhance the stretch of the town centre that runs from the ring road flyover to the Town Hall and surrounding area. Connectivity improvements have been proposed as part of the strategy. These include:

- new shared use surface on Hempstead Road gyratory;
- improved public space between Town Hall and Library ;
- new surface level crossing to improve route for pedestrians and cyclists between the High Street and Town Hall area; and
- upgrading the environment on side streets connecting to the parade and high street.

These proposals are considered in the development of the networks in stages 3 and 4 of the LCWIP.

### 3.1.3 Major scheme developments in Watford

Table 3.1 summarises some of the recent major scheme developments in Watford<sup>3</sup>. These proposals are considered in the network development in LCWIP stages 3 and 4.

**Table 3.1: Major scheme developments in Watford**

Scheme Name	Details	Status
Watford High Street Improvements	Led by WBC in partnership with HCC and Watford BID - the scheme provides better access for everyone to fully enjoy the town centre, as well as making it brighter and more spacious by laying attractive new paving, upgrading the bus shelters, removing clutter. Bollards are now in place to prevent vehicles from illegally driving through the town centre, which has also allowed the bus services to provide smoother and quicker travel for residents and visitors to the town.	Completed
Watford Junction Station Area Upgrade	The station will be significantly updated by Watford Borough Council and its partners (Halkin, Network Rail, London North Western Railways and HCC) to create a new multi-mobility hub. An exciting and vibrant quarter will be created around the town's main station, providing around 3,900 new homes alongside floor space for 7,000 jobs. Plans include a new facade, new shopping facilities, new bus stops, better walking routes and a brand new pedestrian and walking bridge to significantly reduce severance caused by the railway line. A second entrance to the station, a new ticket hall, a new bus station and a multi-storey car park for station users are also planned.	Ongoing
Clarendon Road	This improvement scheme will create an important gateway into Watford, significantly enhancing the conditions for walking between Watford Junction and the High Street.	Completion 2025
St Albans Road	WBC, working closely with local councillors, local businesses, residents and HCC made improvements to St Albans Road. These include £400,000 of investment on new street furniture, improved paving, tree planting, more cycle friendly routes and other changes to the look and feel of the area.	Completed
Cycle Hire	The Beryl Bike Share scheme now operates in Watford, providing 24/7 access to hire bikes around the borough. The scheme provides both traditional and e-bikes, which are bookable via the Beryl app.	Commenced

### 3.1.4 Hertfordshire's Local Transport Plan 2018 – 2031

The key policy document guiding transport strategy in Watford and Three Rivers is Hertfordshire's Local Transport Plan 4 (LTP4) for 2018 to 2031. This sets out how transport can play a positive role in the future development of Hertfordshire, through improving economic growth, public health, meeting housing needs and having a sustainable impact on the environment.

The key challenges and opportunities identified on the LTP are:

<sup>3</sup> <https://www.watford.gov.uk> and [www.threerivers.gov.uk](http://www.threerivers.gov.uk)

- there is predicted to be a 21% increase in population by 2039 (some 250,000 extra people) which will likely increase the demand for transport and travel over time.
- improving transport can support economic growth, support regeneration and improve the health and wellbeing of the population and environment.
- transport has an important role in tackling health issues such as obesity and air pollution, and in improving overall quality of life.
- the solutions to these issues must be delivered against a backdrop of public spending pressures.

The LTP sets out objectives across three themes of People, Place and Prosperity. The LTP objectives which the LCWIP can most effectively support are;

- 2 - Enhance connectivity between urban centres in Hertfordshire;
- 3 - Improve accessibility between employers and their labour markets;
- 4 - Enhance the quality and vitality of town centres;
- 7 - Reduce carbon emissions;
- 8 - Make journeys and their impact safer and healthier; and
- 9 - Modal shift and encouraging active travel.

### Support Documents and Transport Improvements

Documents supporting LTP4 which are also relevant to the development of the LCWIP include, most notably, the emerging Active Travel Strategy and the Sustainable Modes of Travel Strategy 20/21.

As part of LTP4, several flagship transport improvements have been proposed across Hertfordshire including: Sustainable Travel Towns; an east-west Rapid Transit system between Hemel Hempstead and Welwyn Garden City; and highway improvements on the A414.

The proposed strategic transport improvements that are specific to the Watford and Three Rivers area, include:

- Use of former Croxley Rail Link as a public transport corridor.
- Cycling infrastructure improvement for Rickmansworth and Watford.

### Transport Context and Issues for Hertfordshire

The LTP4 sets out the transport context for the County and identifies the following transport context and issues that are considered relevant to this LCWIP:

- there is a good north – south transport network but east–west links are weaker especially for passenger transport.
- there is a high level of cross-boundary commuting, including 118,000 Hertfordshire residents working in London.
- movement patterns in the county are complicated due to the numerous medium-sized urban areas.
- there are significant road congestion issues and capacity constraints on the rail network.
- there is significant scope for improving the attractiveness of walking, cycling and bus use in the county, and encouraging more car users to take these modes.
- peak hour car trips are forecast to increase by 18% by 2031, which will impact on the environment, quality of life and put pressure on the council to respond with increases in highway capacity. A number of rail lines are forecast to be over capacity in future.

Tackling these issues will require a combination of support for walking, cycling and passenger transport provision, behaviour change initiatives and traffic demand management, as well as infrastructure provision to cater for an increase in motor traffic.

### Future Scenario

The LTP includes some testing of proposed interventions against future uncertainty, and finds from scenario testing that active travel schemes, particularly those in urban areas, are likely to be more resilient to future uncertainty. This is of particular relevance given the future uncertainties that the Covid-19 pandemic has brought, including the short term reduction in public transport demand and corresponding increase in car travel as the public are deterred from using public transport, and an increase in demand for active travel during lockdowns. The lasting impact of the pandemic on travel behaviours remains uncertain, but schemes such as the DfT's Emergency Active Travel Fund (EATF) have allowed local authorities to make changes to the network to capitalise on a shift towards active travel and lock in changed behaviours.

### Active Travel

- The Transport User Hierarchy is a LTP policy which sets the scene for the rest of the policy framework, and pedestrians and cyclists are identified as high priority in the hierarchy. It represents a shift in emphasis to increase rates of travel by more sustainable modes than previous LTPs. To support the creation of built environments that encourage greater and safer use of sustainable transport modes, HCC will in the design of any scheme and development of any transport strategy consider in the following order:
  - opportunities to reduce travel demand and the need to travel
  - vulnerable road user needs (such as pedestrians and cyclists)
  - passenger transport user needs
  - powered two wheeler (mopeds and motorbikes) user needs
  - other motor vehicle user needs.

The following active travel context and issues are set out within LTP4:

- In Hertfordshire, for trips less than 1 mile, the mode share for walking is 76.5%, which means that a quarter of these short trips are made by other modes including motor vehicles.
- In contrast cycling has a much lower mode share (1.7% for trips less than 1 mile, 4.8% for trips of 1-3 miles, 3.1% for trips of 3-5 miles) at distances that can be readily cycled. Given this current low mode share and the greater realistic range of cycling, there is significant potential in the county to increase cycling activity.
- Barriers to walking and cycling include safety and security factors, lack of physical infrastructure, social and cultural attitudes, weather conditions, purpose of the journey (e.g. carrying shopping), topography, health and a lack of knowledge, awareness, training or education.
- Currently provision of cycling infrastructure in the county is variable. However, the provision of cycling infrastructure in many other areas is patchy, with short, broken linkages. Much of the current cycling network is not conducive to use by less confident cyclists. By embracing opportunities to improve cycling infrastructure as endorsed by the Government's Cycling and Walking Investment Strategy (CWIS), cycling can become a much more attractive travel option in more areas and for a wider range of people.

HCC's LTP4 Walking and Cycling Policies are shown in Figure 3.2. The LCWIP supports the infrastructure aspects of the policies, developing key routes and improving safety for all active travel users.

**Figure 3.2: LTP walking and cycling policies**

<b>Policy 7: Active Travel - Walking</b>	<b>Policy 8: Active Travel - Cycling</b>
<p>The county council will seek to encourage and promote walking by:</p> <ul style="list-style-type: none"> <li>a) Implementing measures to increase the priority of pedestrians relative to motor vehicles, especially in town centres, and creating walking friendly town and neighbourhood centres.</li> <li>b) Delivering infrastructure to provide safer access to key services, and pedestrian facilities to enable and encourage walking.</li> <li>c) Identifying and promoting networks of pedestrian priority routes.</li> <li>d) Promoting walking as a mode of travel and for recreational enjoyment.</li> <li>e) Supporting the implementation of the Rights of Way Improvement Plan.</li> </ul>	<p>The county council aims to deliver a step change in cycling, through:</p> <ul style="list-style-type: none"> <li>a) Infrastructure improvements, especially within major urban areas to enable and encourage more cycling.</li> <li>b) Implementing measures to increase the priority of cyclists relative to motor vehicles.</li> <li>c) Improved safety for users including delivery of formal and informal cycle training schemes.</li> <li>d) Supporting promotion campaigns to inform, educate, reassure and encourage cycling provision and education, such as Bikeability.</li> <li>e) Facilitating provision of secure cycle parking.</li> </ul>

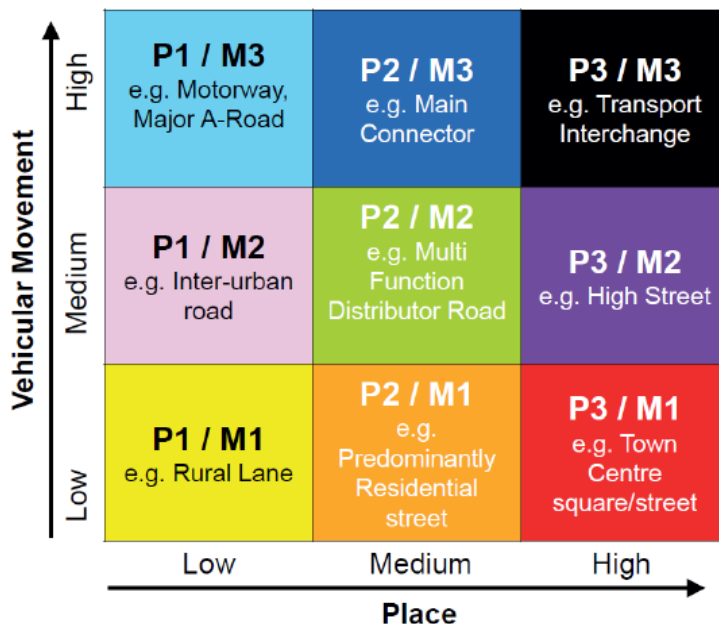
Source: HCC LTP4

### 3.1.5 Hertfordshire County Council, Adoption of the Place & Movement Approach<sup>4</sup>

HCC has adapted Transport for London’s (TfL) Street Types matrix<sup>5</sup> to develop a Place and Movement matrix as a way of categorising each section of the highway by the needs of different roads users, by understanding how people interact with the space around them.

HCC has created nine categories based on factors such as road type and rural or urban areas. Modifications to the TfL matrix have been undertaken to reflect the more diverse nature of Hertfordshire’s highway networks, such as ‘Rural Lane’, this is shown in Figure 3.3.

**Figure 3.3: Hertfordshire Place and Movement Matrix**



Source: Hertfordshire County Council, Adoption of Place and Movement Approach

<sup>4</sup> Discussed at Cabinet meeting 24<sup>th</sup> February 2020

<sup>5</sup> TfL Streetscape Guidance, <https://content.tfl.gov.uk/streetscape-guidance-pdf>

All of HCC's highway network has been categorised into these nine categories. This was then validated through a series of workshops involving officers from different services across the Highways Department.

Through categorising the highways network, a standard design toolkit can be developed for each of the nine categories. Appropriate design solutions are incorporated into the new version of the 'Roads in Hertfordshire' design guide that is currently under review.

This approach is also being used to support the Highway strategy work through identifying where there are 'clash points' of differing movements and place functions. User prioritisation is being reviewed at these sections of the highway and helps to inform scheme identification for these areas.

This categorisation has helped to inform the network assessments in section 4.

### 3.1.6 Hertfordshire County Council Active Travel Strategy 2013

HCCs Active Travel Strategy (ATS) has been developed to identify and promote the increase use of active travel in Hertfordshire. Its overarching aim is:

*"To increase the proportion of journeys made by walking or cycling to improve individual health, quality of life, the environment and the economy"*

The previous Local Transport Plan 3 (2011 -2031) set out long term targets for increasing active travel levels, as set out in Table 3.2. These targets have been adopted by the ATS.

**Table 3.2:Active travel long term objectives**

Hertfordshire LTP3 Indicator	LTP 3 Baseline Level (2011)	LTP3 2015/6 target	LTP3 2030/31 target
Percentage of all journeys under 1 mile in length by walking	58.9%	64%	77%
Percentage of all journeys under 3 miles in length by cycling	2.7%	3%	11%

Source: Hertfordshire County Council Active Travel Strategy 2013

The measures detailed in the ATS can be split into two categories;

- implementation of physical measures – highways, right of way, maintenance – such as new walking and cycling routes. The LCWIP helps to identify such routes.
- education, promotion, incentives and information – behavioural change interventions in school, education and information to encourage and increased participation in active travel.

The 2013 ATS is in the process of being updated by HCC. It is anticipated this will have a strong public health emphasis and will be a more ambitious document in line with LTP4. In addition, the updated ATS will support the development of LCWIPs throughout Hertfordshire.

### 3.1.7 South West Hertfordshire Cycle Study 2013

This cycle study was developed as part of LTP3 supports the wider HCC ATS. The vision set out within this plan is for:

*"a sustainable, innovative transport system that seeks to make travel within South West Hertfordshire area easier through the full utilisation of different transport modes and the better management of the existing network"*

Increasing levels of cycling within south west Hertfordshire are expected to:



- reduce levels of congestion, especially localised congestion related to shorter journeys;
- improve levels of health and tackling obesity, particularly within children; and
- help to reduce levels of carbon emissions and improving quality of life.

This cycle study set out several cycle schemes identifying where there are gaps in the network and where cycle provisions should be improved based on cycle audits which have been undertaken. The cycle audits have identified where there are hotspots for cycle collisions, where other cycle schemes are already being implemented, stakeholder aspirations, and the cycle objectives set out in prior documents for Hertfordshire.

### Proposed schemes for Watford

The proposed schemes (Table 3.3) include improved access to Watford Town Centre, Watford Junction Station, Ebury Way retail park and links to off road routes to the North of Watford. Some of these schemes complement those proposed as part of the LCWIP Strategic Cycle Network.

**Table 3.3: Proposed schemes for Watford**

Scheme	Status 7 <sup>th</sup> July 2020
W24 - Watford Junction - Watford Town Centre link via Woodford Rd, Queens Rd and The Broadway. Improve signage, improve exit from station for cyclists wanting to go to town centre	Part done
W27 - Off road link to North. Cyclist movements further north are restricted due to significant roundabout with no cyclist facilities	Part done
W9 - Greater cyclist permeability in southern business park/retail park - Ebury Way (Watford)	Not done
W28 - Market Street - Eastern access to Town Centre. Route could be improved through a combination of cycle lanes, ASLs and upgrade of existing crossing facilities	Done
W8 - Southern access to town centre. From end of High Street to Lower High Street, potential to create a high-quality contra flow lane for cyclists to get direct access to and from Watford town centre from the junction of the Ebury Way and Lower High Street	Done
W3 - Wigenhall Road/the Hornets gyratory around pedestrian zone. Concerns about cyclist safety and hazard of merging vehicles. Junction was reviewed in a previous study (Watford Network Congestion Study)	Part done
W25 - Watford Junction - Watford Town Centre link via Clarendon Rd and Beechen Grove Junction. Potential to provide alternative route, and also connection from north to Watford centre via Woodford Rd, Queen's Rd, The Broadway (or Loates Lane) then under Beechen Grove to Watford Centre via underpass	Not done
W4 - Hospital access/parking. Build in cycle lane into hospital and to high quality cycle storage	Not done
W12 - Watford inner ring road. Look into building safer links across the road for cyclists and make the ring road cyclist friendly - especially for movements to the west	Not done

The integration of these proposals into the LCWIP network is considered in stages 3 and 4 of the LCWIP.

### 3.1.8 South West Hertfordshire Growth and Transport Plan Prospectus 2019

According to the Prospectus, Hertfordshire is experiencing significant levels of housing and employment growth which impacts the transport system in the short, medium and long term. The Growth and Transport Plan (GTP) has therefore been developed as a sub-county transport planning approach with South West Hertfordshire being the sub-area. The purpose of the document is to promote shift away from the private vehicles towards more sustainable modes of transport, and an improved modal choice.

The South West Hertfordshire GTP supersedes the South West Hertfordshire Transport Plan.

Seven objectives have been developed for the South West Hertfordshire GTP. These are:

1. support sustainable economic growth in South West Hertfordshire through improving sustainable modes of travel;
2. ensure new infrastructure is resilient to future change;
3. provide greater attractiveness and choice of alternatives to the private car with a better network resilience;
4. improve health and quality of life through reduced noise and pollution;
5. encourage walking and cycling networks to improve the environment and create vibrant communities;
6. improve the safety and perception of safety for walking and cycling; and
7. reduce transport emissions through embracing new technologies and encouraging sustainable travel modes.

The LCWIP process can help deliver on all seven objectives through the planning and development of improved, safe cycling and walking networks that will promote mode shift and sustainable travel.

The GTP includes a number of active travel proposals contained within 'packages' of interventions, with several of these falling within the Watford and Three Rivers LCWIP area:

- St Albans to Watford Corridor - Enhanced cycling facilities along the A405 linking St Albans and Leavesden.
- Western Gateway (Watford) - Enhanced cycleways and facilities linking the Western Gateway area to Watford Junction.
- Watford- Hemel Hempstead - Enhanced cycleways and facilities along the Grand Union Canal Towpath and the A411 from Hemel Hempstead to Watford town centre. Watford Junction and Town Centre public realm enhancements.
- Watford Central - Significant public realm enhancements and improvements to movement and permeability for sustainable modes on Watford Ring Road. Improved walking and cycling environment on routes to Watford Junction Station and a new foot, cycle and bus link bridge at Colonial Way.
- Watford South - Cycling links in Oxhey, South Oxhey, Carpenders Park, and Bushey.
- Rickmansworth - Enhanced cycleways and facilities towards Rickmansworth railway station and town centre.

### 3.1.9 A414 Corridor Strategy, 2018

The A414 corridor is an east-west multi-modal corridor extending from Hemel Hempstead to the M11 through Hertfordshire, but also includes the A405 link to Watford, in the north of the LCWIP study area. The corridor experiences traffic congestion on sections of the road, poor public transport, and walking and cycling provision increases the dependency on private vehicles. Planned growth of new homes and jobs will create additional travel demand on this section of the network. A £1.8bn package of interventions has been proposed which includes enhancing walking and cycling links and enhancing the urban realm.

Eleven objectives have been developed for the Corridor Strategy. The ones which align with the LCWIP include:

- Support sustainable growth – through improving provision of journeys made by public transport and bicycle.
- Improve inter-urban connectivity – consistency of travel options from different modes between links.
- Enable modal shift to active travel – improve infrastructure and routes for active travel to be a more attractive alternative to the private car for shorter distance trips.

These proposals are considered in stages 3 and 4 of the LCWIP.

### 3.1.10 Emergency Active Travel Fund and Active Travel Funding, 2020-2021

#### 3.1.10.1 Emergency Active Travel Fund

Over the summer of 2020, the DfT has provided HCC with an Emergency Active Travel Fund (EATF) grant to support the development of local cycling and walking facilities across the County during the Covid-19 pandemic. This has been provided over 2 tranches:

- Tranche 1 supported the installation of temporary projects for the COVID-19 pandemic
- Tranche 2 supports the creation of longer-term projects

A number of schemes were identified as being potentially suitable for this fund. Following a shortlisting procedure, the following schemes were submitted as part of the bid, which are relevant for the development of the LCWIP, as set out in Table 3.5.

**Table 3.4: Tranche 1 and Tranche 2 EATF Schemes for Watford and Three Rivers**

Location	Intervention Type
<b>Tranche 1</b>	
Wiggenhall Road, Watford	'Pop-up' contraflow cycle lane Watford High Street added - traffic restrictions and contraflow cycle lanes.
Rickmansworth High Street, Three Rivers	Timed closure to traffic as social distancing measure
<b>Tranche 2</b>	
Cassiobury Estate & Stratford Way/Hempstead Road, Watford	Trial point closures and junction improvement for pedestrians and cyclists. Scheme is currently paused.
Wiggenhall Road, Watford	Conversion of pop-up cycle lane to permanent two-way cycleway.

#### 3.1.10.2 Active Travel Fund, 2021

In Summer 2021 there was a further opportunity to bid for the Active Travel Fund. As part of this process, a scheme was included to make the contraflow cycle lane along Watford High Street into a permanent separated facility in the vicinity of Water Lane.

#### 3.1.11 Other LCWIPs in Development

When developing an LCWIP for Watford and Three Rivers it is important to understand if there are any neighbouring authorities that have developed or are developing an LCWIP. This will establish if there are any plans to connect walking and cycling routes into the area, ensuring there is consistency across the local network.

During the development of this LCWIP, there were no completed and published LCWIPs for neighbouring local authorities or boroughs to Watford or Three Rivers, nor are there any TfL Cycleway schemes connecting the London Boroughs of Hillingdon or Harrow to the study area.

LCWIPs are being developed across Hertfordshire, including by;

- St Albans City & District Council,
- Welwyn Hatfield Borough Council,
- North Hertfordshire District Council,
- Aylesbury Garden Town, and
- Stevenage.

These emerging plans are not considered to impact on this document.

### 3.2 Baseline Travel and Transport Context

Understanding how people travel within Hertfordshire, specifically in Watford and Three Rivers, is an important aspect of developing the LCWIP. This can provide an understanding of the most popular modes of travel within and outside of the boroughs. This section brings together publicly available information on existing travel patterns within Hertfordshire.

The LTP4 indicates that Hertfordshire’s population is estimated to grow to 1.43 million people by 2039, up from 1.18 million people in 2016, an increase of 21% in 23 years. Household growth is also predicted to grow in each of the ten districts within Hertfordshire, with significant housing development planned. This is in addition to housing development planned in neighbouring authorities, such as Aylesbury Vale, Luton, Central Bedfordshire, South Cambridgeshire, Enfield and Barnet.

118,000 Hertfordshire residents work in Greater London, with 51% of these residents travelling there by rail or tube. The proximity of Hertfordshire to London is an important aspect of understanding travel to work within the county, with many people commuting into London, particularly from St Albans, Watford, Cheshunt, Harpenden, Welwyn Garden City, Hemel Hempstead, Borehamwood and Stevenage. Prior to the pandemic, much of the county’s rail network operated at full capacity at busy times due to the high demand.

The 2011 Census collected travel to work data by mode and by district. This is shown in Table 3.5. It is clear in both Watford and Three Rivers driving in a car or van to work is the most common mode of travel to work, as well as for the whole of Hertfordshire. Travel to work by rail/underground is the next most popular mode, which is expected due to the number of commuters into London from Hertfordshire. There are low levels of active travel modes to work, particularly by cycle in Three Rivers. Watford has a relatively high walk to work mode share.<sup>6</sup> Travel to work mode shares are likely to have been impacted by the Covid-19 pandemic, which saw an increase in home working for many people, a sharp reduction in the use of public transport, and an increase in the use of active travel across the UK. The lasting impacts of the pandemic on travel behaviour remains unclear.

**Table 3.5: 2011 Census travel to work mode**

Location		Work mainly at or from home	Underground, metro, light rail, tram & train	Bus, minibus or coach	Driving a car or van	Passenger in a car or van	Bicycle	On foot	Other
	Number	5,416	7,000	960	25,508	1,582	532	2,376	625
Three Rivers	%	12.3%	15.9%	2.2%	58.0%	3.6%	1.2%	5.4%	1.4%

<sup>6</sup> 2011 Census: Method of travel to work (2001 specification), local authorities in England and Wales

Location		Work mainly at or from home	Underground, metro, light rail, tram & train	Bus, minibuss or coach	Driving a car or van	Passenger in a car or van	Bicycle	On foot	Other
Watford	Number	4,048	7,127	2,217	24,369	1,725	1,066	6,296	786
	%	8.5%	15.0%	4.7%	51.2%	3.6%	2.2%	13.2%	1.7%
Hertfordshire	Number	62,439	75,881	17,705	320,547	22,689	9,175	48,180	8,416
	%	11.1%	13.4%	3.1%	56.7%	4.0%	1.6%	8.5%	1.5%

Source: 2011 Census

### Existing cycle network in Watford and Three Rivers

Five National Cycle Network (NCN) routes pass through Hertfordshire - NCN 1, 6, 12, 57 and 61 - however, some are incomplete and are a mixture of quality and type. NCN 6 is the only route which passes through WBC and TRDC, following the Ebury Way. The route is largely off-road through the study area.

These routes link with urban and rural cycle links within the county. There are two waterways in Hertfordshire which are cyclable, including the Grand Union Canal in the Watford and Three Rivers area. They are used predominantly for leisure purposes for both pedestrians and cyclists.<sup>7</sup>

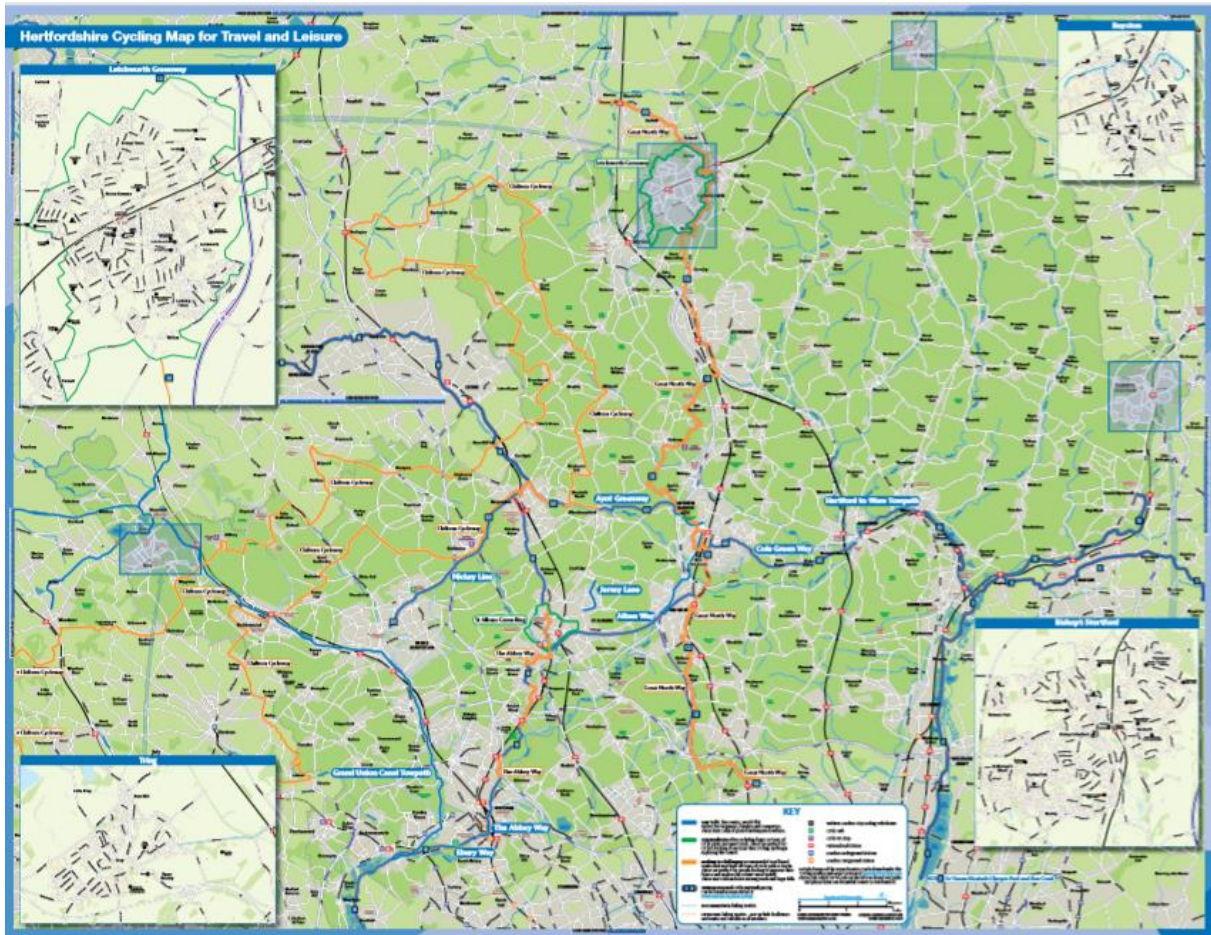
HCC has produced a cycle network map for the County - see Figure 3.4<sup>8</sup>, focussing mainly on leisure routes, rather than cycle routes for utility journeys.

A high-level assessment of the extent and quality of the existing cycle network is set out in Chapter 4.

<sup>7</sup> <https://www.hertfordshire.gov.uk/media-library/documents/about-the-council/consultations/tp4-local-transport-plan-4-complete.pdf>

<sup>8</sup> <https://www.hertfordshire.gov.uk/media-library/documents/public-health/health/cycle-routes-in-hertfordshire-map.pdf#>

Figure 3.4: Hertfordshire Cycling Map for Travel and Leisure



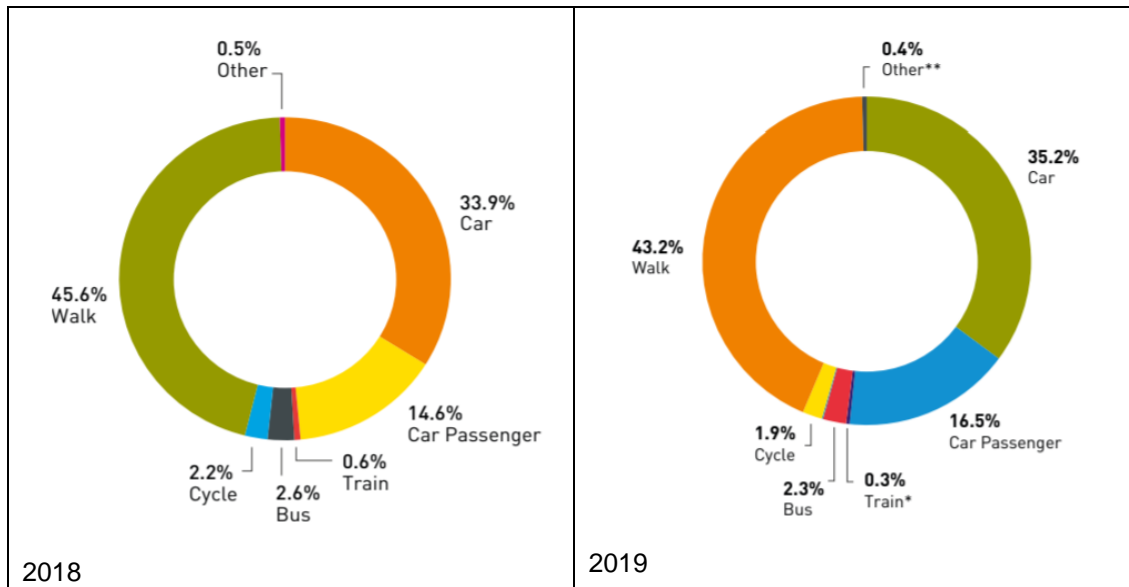
Source: HCC, <https://www.hertfordshire.gov.uk/media-library/documents/public-health/health/cycle-routes-in-hertfordshire-map.pdf#>

### Cycling Trends and Targets

The 2019 Hertfordshire Traffic and Transport Data Report indicates that current cycling mode share is 1.9% for all trips that are less than 3 miles in length in Hertfordshire. This is slightly lower than the mode share of 2.2% in 2018, see Figure 3.5.

HCC has set out ambitious cycle targets for all trips under 3 miles, these being 5% by 2021, 8% by 2026 and 11% by 2031, as shown below in Table 3.6.

**Figure 3.5: Journeys less than 3 miles 2018 and 2019<sup>9</sup>**



Source: Hertfordshire Traffic and Transport Data report

**Table 3.6: HCC cycle targets**

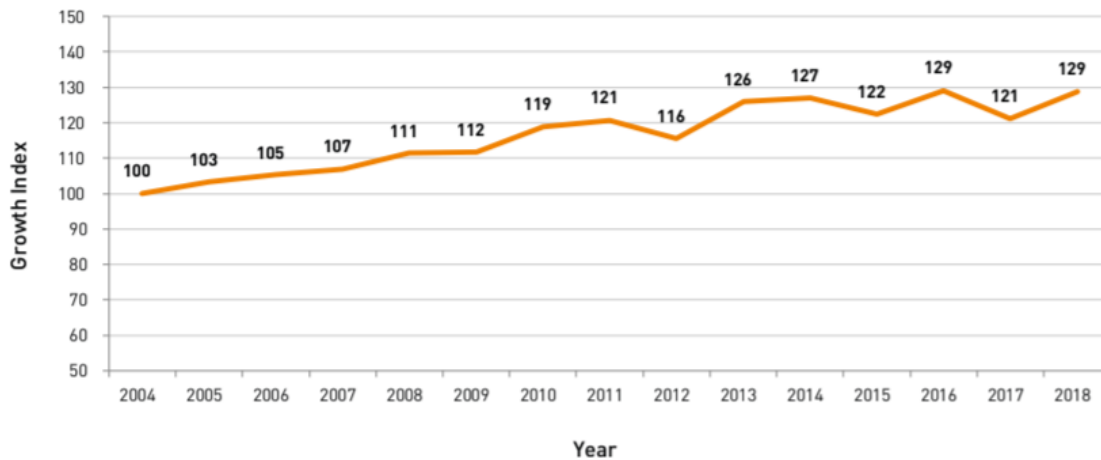
Performance Indicator	2018 Current Level	2021 Target	2026 Target	2031 Target
% of all trips (under 3 miles) made by cycling	1.9%	5%	8%	11%

HCTS 2018 Table 49: Mode by trip distance

Figure 3.6 shows the cycle level trends for Hertfordshire since 2004, when cycle monitoring was first introduced. Cycling has increased at the HCC monitoring sites since 2004 and are 20% busier now in 2018. Over the last 5 years, cycling has fluctuated but increased by 8% in 2018 compared to the previous year.

<sup>9</sup> 2018 and 2019 Hertfordshire Traffic and Transport Data Report

**Figure 3.6: Cycle Level Trends in Hertfordshire**



Source: Hertfordshire Traffic and Transport Data report

### Walking Trends and Targets

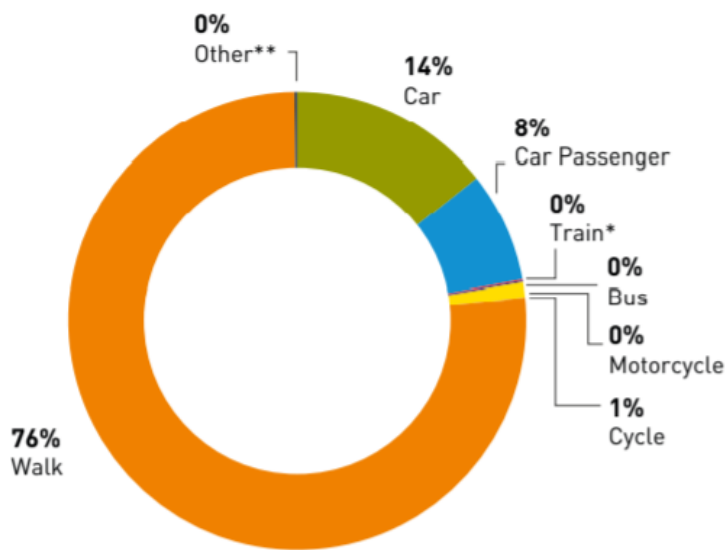
The 2019 Hertfordshire Traffic and Transport Data Report suggests that in 2018, journeys of less than 1 mile were mostly undertaken on foot (76%), with some 22% of journeys less than 1 mile undertaken by car<sup>10</sup> (see Figure 3.7).

HCC has set out targets for achieving 77% of all trips less than 1 mile to be undertaken by walking across the whole of Hertfordshire. Although the 2018 baseline was 76% (see Table 3.7), there were some local authorities across Hertfordshire with significantly lower mode shares, impacting the overall statistic.

<sup>10</sup> Car driver (14%) plus car passenger (8%)



**Figure 3.7: Mode share of journeys less than 1 mile in length in Hertfordshire <sup>11</sup>**



Source: Hertfordshire Traffic and Transport Data report

**Table 3.7: HCC walking targets**

Performance Indicator	2018 Current Level	2021 Target	2026 Target	2031 Target
% of all journeys by walking under 1 mile in length	76.3%	68%	73%	77%

*HCTS 2018 Table D.52 Trip distance by Mode Used by District (Col %)*

### Cycle to work mode share in Watford and Three Rivers

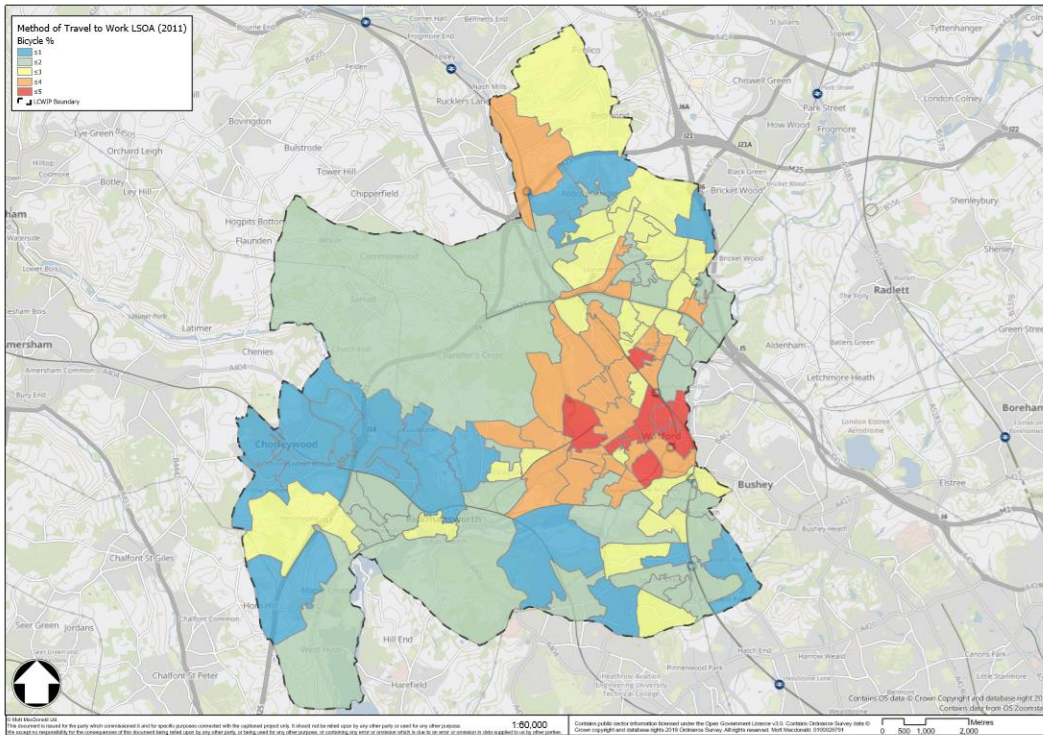
Figure 3.8 sets out a summary of the cycle to work mode share from the 2011 Census broken down to Lower Layer Super Output Areas (LSOA). This shows that there is a wide variation between 0 and 5% cycle mode share in specific LSOA areas across the Watford and Three Rivers area. Cycle to work share is highest (4-5%) in LSOA areas around the centre of Watford, Croxley Park and Nash Mills/Kings Langley. Cycle to work mode share is particularly low in the Three Rivers settlements of Rickmansworth (3%), Carpenters Park (2%) and Chorleywood (1%).

### Walk to work mode share in Watford and Three Rivers

Figure 3.9 sets out a summary of the walk to work mode share from the 2011 Census broken down to LSOA. The LSOAs with the highest walk to work modes shares are in Watford Town Centre and North Watford (largely 30-40%). The walk to work modes shares for the key centres in Three Rivers are lower than in Watford (c 20% or lower), with the Eastbury LSOA having the highest share (30%). Rickmansworth (c20%). Carpenters Park and Chorleywood LSOAs typically have 10% or lower walk to work mode share.

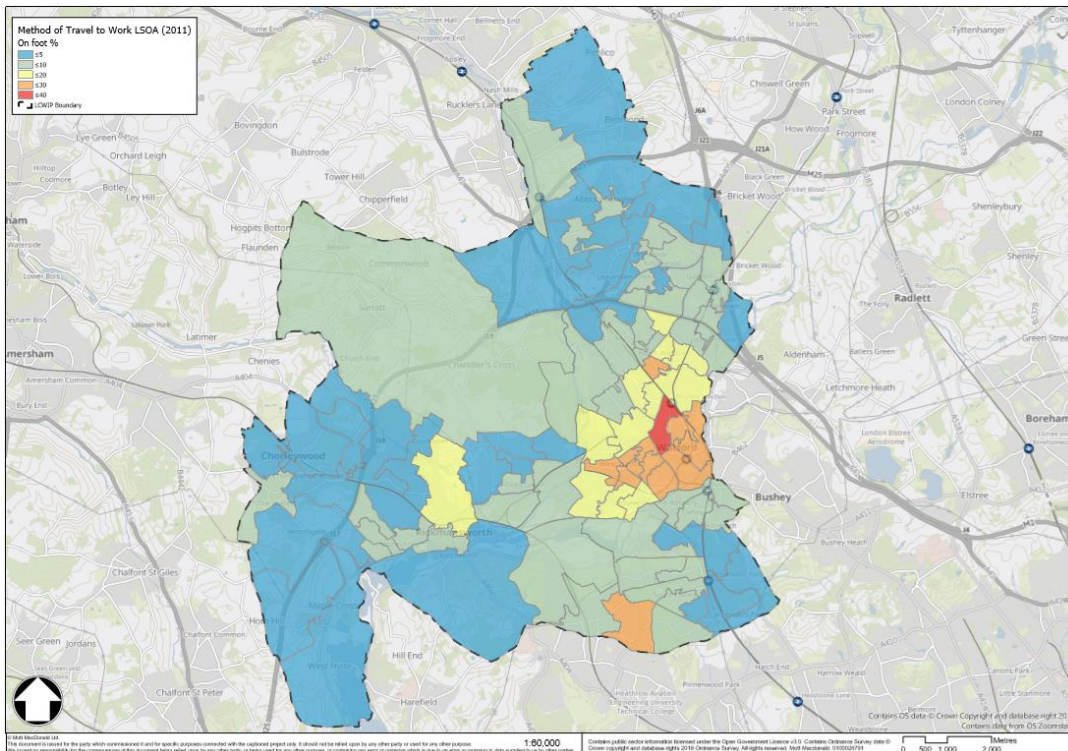
<sup>11</sup> 2019 Hertfordshire Traffic and Transport Data Report

Figure 3.8: Cycle to work mode share



Source: Census 2011

Figure 3.9: Walk to work mode share



Source: Census 2011

The LCWIP study area experiences varying levels of cycling and walking, with mode shares differing with the character of the areas. The more urban Watford town centre experiences the highest active travel mode share, and the more rural Three Rivers District has much lower levels of active travel, although there are smaller areas of higher active travel mode share around Rickmansworth town centre.

Data from the wider county of Hertfordshire shows that many shorter journeys are undertaken on foot, with a small proportion undertaken by bike, but a significant minority of short journeys are undertaken by car, suggesting that with appropriate network improvements through the LCWIP, there is scope for several of these short journeys to shift to active modes.

## 4 Network planning for cycling – LCWIP

### Stage 3

This section sets out the findings from the evidence collected and analysed for the information gathering information stage of the LCWIP (Stage 2). These findings aid in the identification and prioritisation of a cycling network in Watford and Three Rivers.

#### 4.1 Propensity to cycle analysis

The LCWIP guidance recommends that the Propensity to Cycle Tool (PCT) is used as one method to understand the potential for cycling alongside other locally important evidence.

##### 4.1.1 What is the PCT tool?

The PCT<sup>12</sup> is a DfT tool which shows the current and potential future distribution of commuter cycling trips under different growth scenarios. It estimates the amount of cycling in an area along straight desire lines (trip distribution) as well as allocating cycling trips to specific routes (trip assignment). The PCT uses open source data, such as the 2011 census.

The PCT, while a useful tool, has limitations and outputs should be interpreted as an indicative representation of potential demand only. The data underpinning it is for example based on the 2011 census journey to work data, and so does not take into account other journey types such as leisure trips. Proposed future development sites are also not included, so collectively this means that future demand for cycling is likely to be underestimated both in quantum and in distribution. The PCT is therefore used as just one input tool for the LCWIP.

Within the PCT, several different scenarios have been developed for commuting trips by cycle. These scenarios are summarised in Table 4.1 below.

The outputs from the PCT are expressed in terms of one-way daily cycling flows, and the outputs can be shown as:

- Straight Lines - representing the desire lines or origin-destination pairs. Each line has information showing the distance between the origin-destination point, how many commuters in total take this route, how many of these commuters currently cycle and what the propensity for cycling is.
- Route Network – aggregates all the cycling flows using the fastest legally cyclable routes (or alternative quieter streets) derived from Cyclestreets journey planner. This prioritises the fastest and most direct routes which have greatest potential for cycling. Using the LSOA's provides a higher accuracy in the detail of the origins and destinations.

**Table 4.1: PCT Scenarios**

PCT Scenario	Details
Government Target	The Government Target scenario models a doubling of cycling nationally, corresponding to the proposed target in the English Department for Transport's draft Cycling Delivery Plan to double cycling in England between 2013 to 2025.
Go Dutch	The Go Dutch scenario is an ambitious vision for what cycling in England and Wales could look like. People in the Netherlands make

<sup>12</sup> <https://www.pct.bike/>

PCT Scenario	Details
Ebikes	<p>28% of trips by bicycle, fifteen times higher than the figure of 1.6% in England and Wales. In addition, cycling in England and Wales is skewed towards younger, male cyclists. By contrast in the Netherlands cycling remains common into older age, and women are more likely to cycle than men. This means that the difference between England and the Netherlands is particularly large for women and older people.</p> <p>The Ebikes scenario models the additional increase in cycling that would be achieved through the widespread uptake of electric cycles ('ebikes'). This scenario is built as an extension of the Go Dutch scenario, making the further assumption that all cyclists in the Go Dutch scenario own an ebike. It builds on the Go Dutch scenario by applying three additional ebikes scaling factors to account for the increased willingness of ebike users to cycle long distance, hilly and simultaneously long distance and hilly routes.</p>
Gender Equality	<p>In the 2011 Census, women accounted for 48% of all English and Welsh commuters but only 27% of all cycle commuters. This gender disparity is seen across the country, with no local authority having a proportion of female cyclists greater than 50%. Places in England and Wales with higher overall levels of commuter cycling also tend to have smaller gender inequalities in commuter cycling.</p> <p>It does not use distance and hilliness data to model propensity to cycle. Instead, it assumes that male propensity to cycle remains unchanged – i.e. there is no change in the number of male cycle commuters – and that female propensity to cycle rises to match male propensity. This scenario has the greatest relative impact in areas where the rate of cycling is highly unequal across gender.</p>

Source: Propensity to cycle tool

For the purposes of the Watford and Three Rivers LCWIP, the 'Government Target' and 'Go Dutch' scenarios have been used. This combination helps to illustrate the most likely local scenario for potential cycle demand, and what could be achieved with high levels of ambition and mode share.

#### 4.1.2 PCT Analysis for Watford and Three Rivers

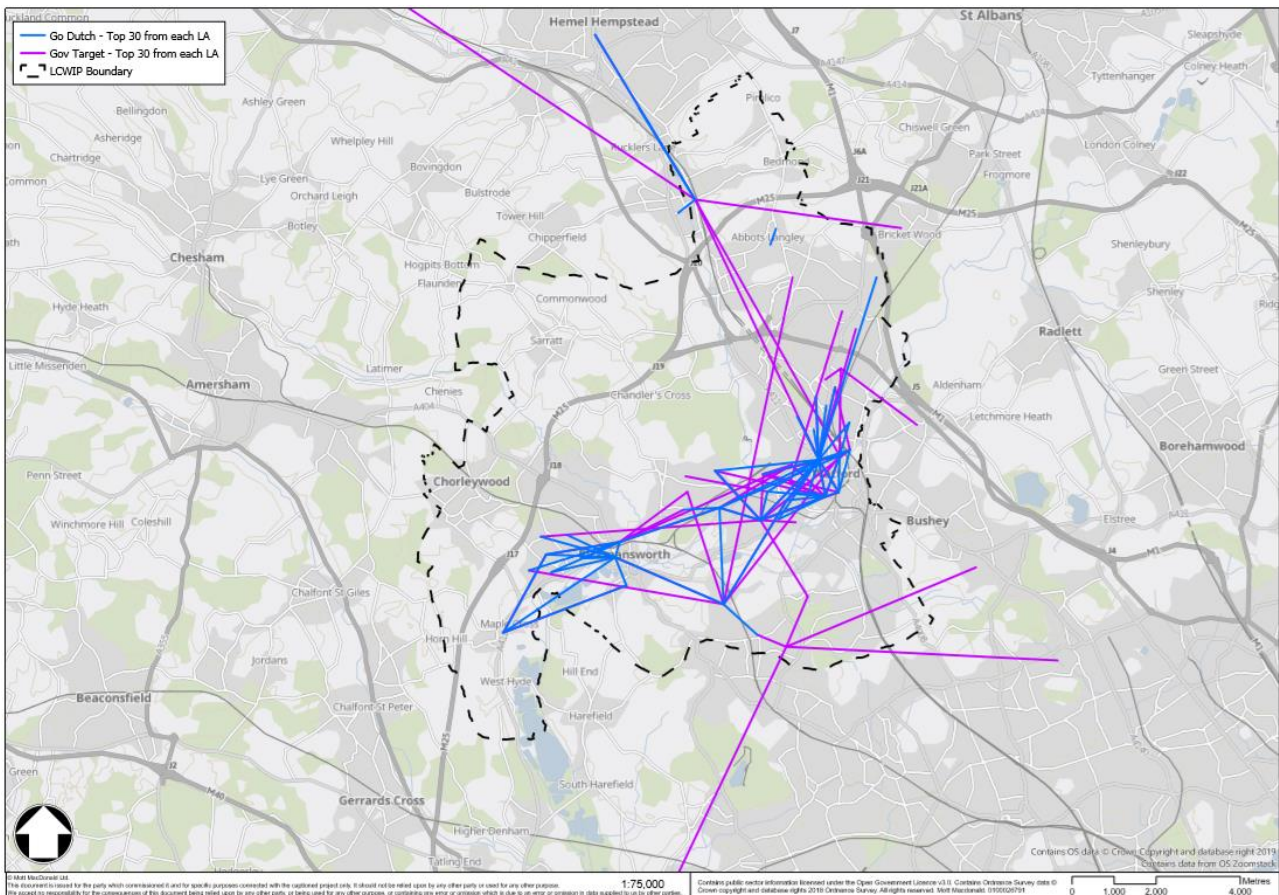
##### Trip distribution

The PCT has been used to show where existing cycle trips are and where there is potential to increase cycle trips to replace short trips made by other transport modes.

Figure 4.1 below shows, for each authority, the straight 'desire' lines when the Government Target and the Go Dutch scenarios are modelled in the PCT.

For Watford Borough, the demand is more extensive than Three Rivers, particularly from all compass points into Watford Town Centre, West Watford and North Watford. Within Three Rivers, there are key desire lines into and out of Rickmansworth in particular, but there are also desire lines from Kings Langley/Nash Mills, Eastbury and Moor Park. There are a number of desire lines linking to external areas from Watford and Three Rivers, notably Hemel Hempstead, Berkhamsted, Bushey, Stanmore and North Hillingdon.

**Figure 4.1: PCT Outputs for Watford and Three Rivers (Go Dutch and Government Target Scenarios)**



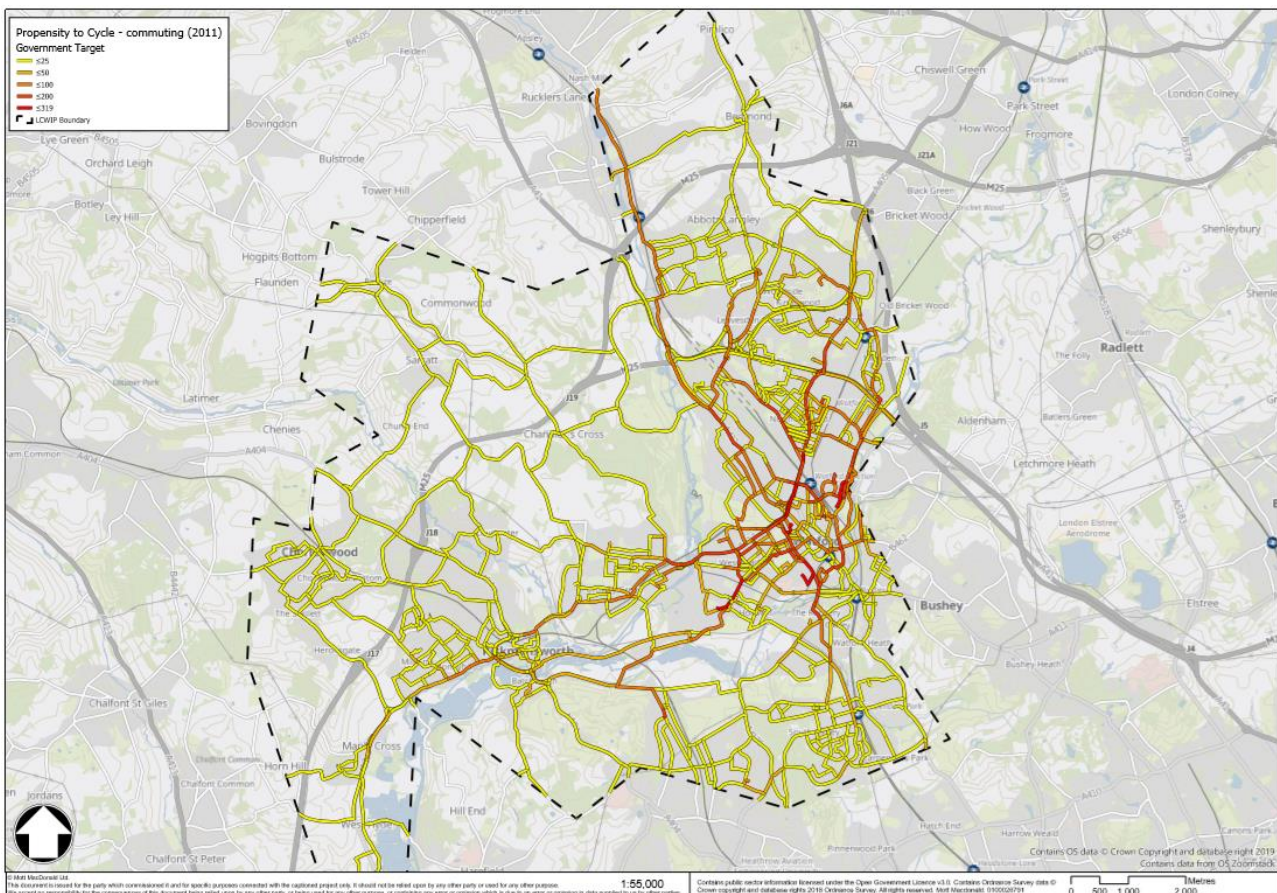
Source: Mott MacDonald, Propensity to Cycle Tool

**Trip assignment**

Figure 4.2 below matches these desire lines onto the existing road network in Watford and Three Rivers. This shows particular hotspots of cycling potential:

- West - east demand between Rickmansworth and Watford Centre via Croxley and West Watford (A412 and Tolpits Lane)
- North-south demand between Kings Langley/ Nash Mills and Watford Centre (A411)
- North-south demand between North Watford and Watford Centre (A412)
- North-south demand between Garston and Watford Centre
- North-south demand between Leavesden and Watford Centre

**Figure 4.2: PCT Analysis – cycle demand mapped onto the route network (trip assignment)**



Source: Mott MacDonald, Propensity to Cycle Tool

## 4.2 Origin and destination analysis

This section sets out the analysis of the origins and destinations in and around Watford and Three Rivers, including the method used.

Origins are identified as trip attractors, which are largely residential areas. LSOA residential population weighted centroids were selected to represent existing residential areas in Watford and Three Rivers. In addition, new and draft allocated development sites have also been taken into consideration. Any developments planned to provide over 50 dwellings have been included in this analysis.

Destinations have been identified as trip attractors, which include the following:

- Town and district centres;
- Employment sites, business parks or large employers;
- Secondary schools;
- Hospitals with accident and emergency departments;
- Retail facilities including out of town sites; and
- Leisure, including major visitor attractions such as Warner Brothers Studios.

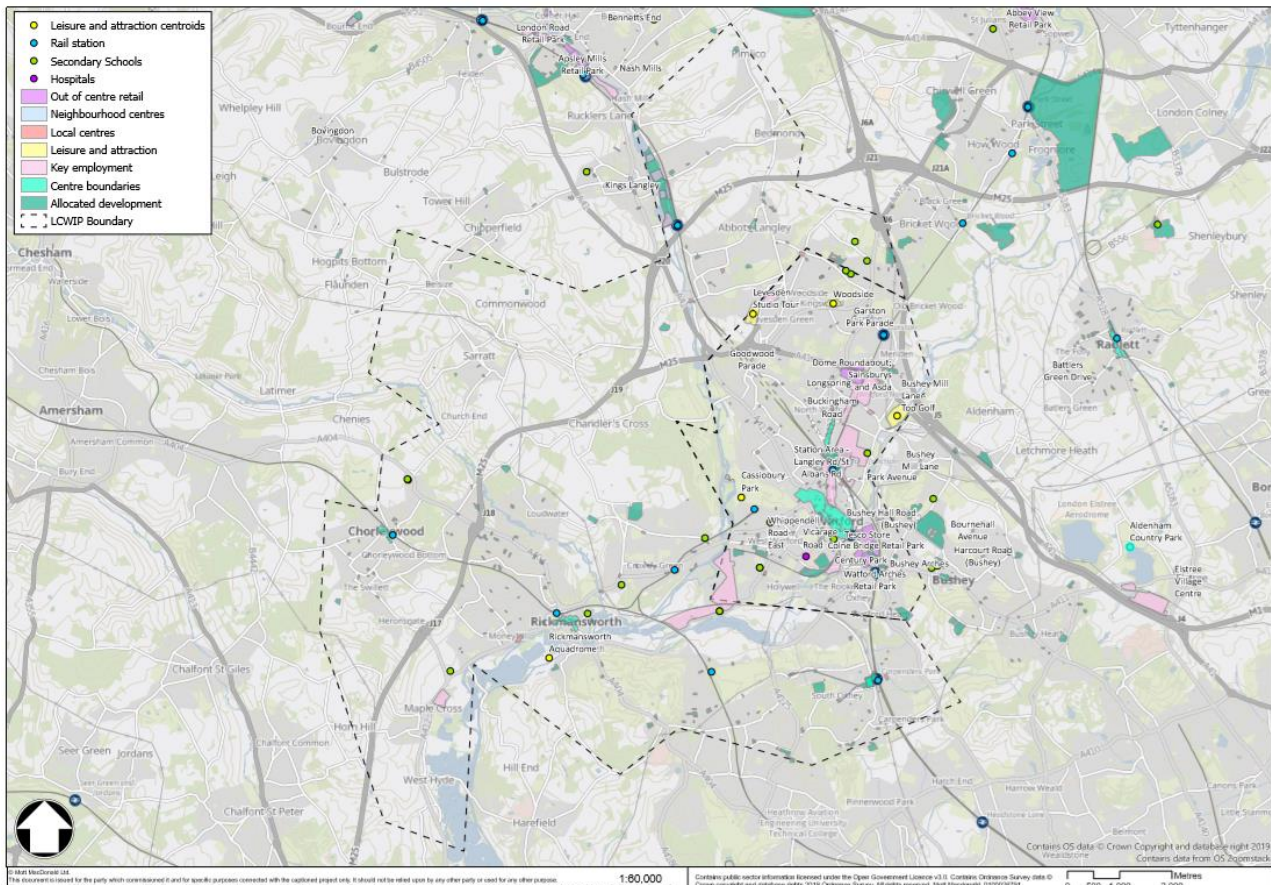
The identification of origins and destinations has been developed through an iterative process with officers at HCC, WBC and TRDC.

The information was initially provided as GIS polygons of the origin and destination points, which has then been sense checked by the project team and supplemented with further information including local promotional maps. For the purposes of the analysis, the geographical centre of a development has then been used as the origin point.

A full list of agreed key destination points assumed is set out at the end of the report.

Figure 4.3 shows a summary of the origins and destinations in Watford and Three Rivers.

**Figure 4.3: Key trip origins and destinations in Watford and Three Rivers**



Source: Mott MacDonald

#### 4.2.1 Long list of identified corridors

Figure 4.4 shows the origins connected to destinations, and the representation of potential cycling corridors. This analysis has been undertaken using a GIS model, based on the following assumptions:

Every origin connects to every destination within a 5km distance (approximately a 25-minute cycle) which is considered a reasonable cycle distance. The exception is at local centres, hospitals and rail stations where there is an assumption that an individual would typically travel to the closest of these amenities<sup>13</sup>.

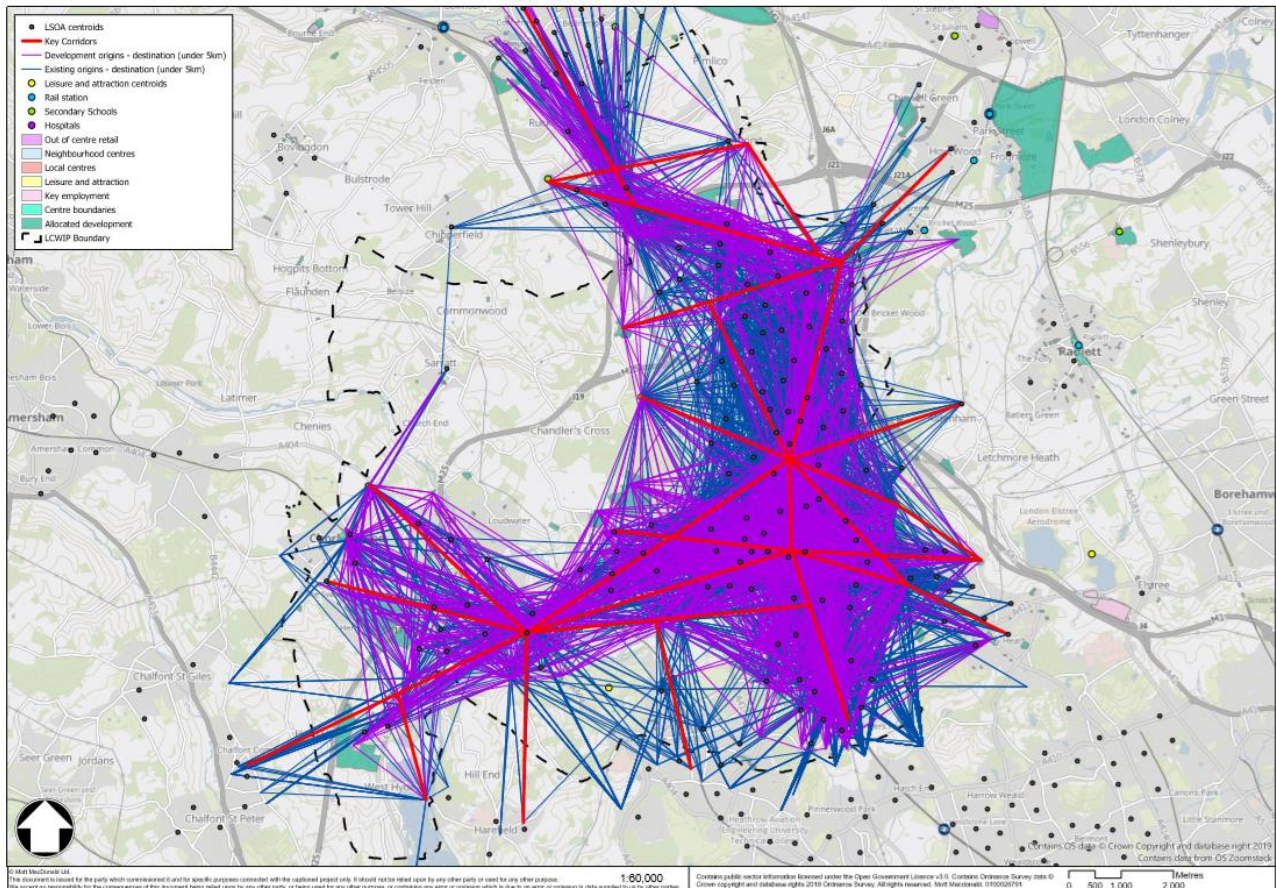
Origins and destination corridors are shown in blue and purple on the map, with key corridors of demand shown in red. The blue lines show the connections between existing origins and destinations, with the purple showing connections from allocated developments and

<sup>13</sup> Approach agreed at scoping stage.



destinations. The key corridors, shown in red, were identified by looking at the trends from the desire lines. Where a number of desire lines appeared to travel in a similar direction, this was seen as a key corridor, which was then sketched onto the map.

**Figure 4.4: Connecting origins and destinations**



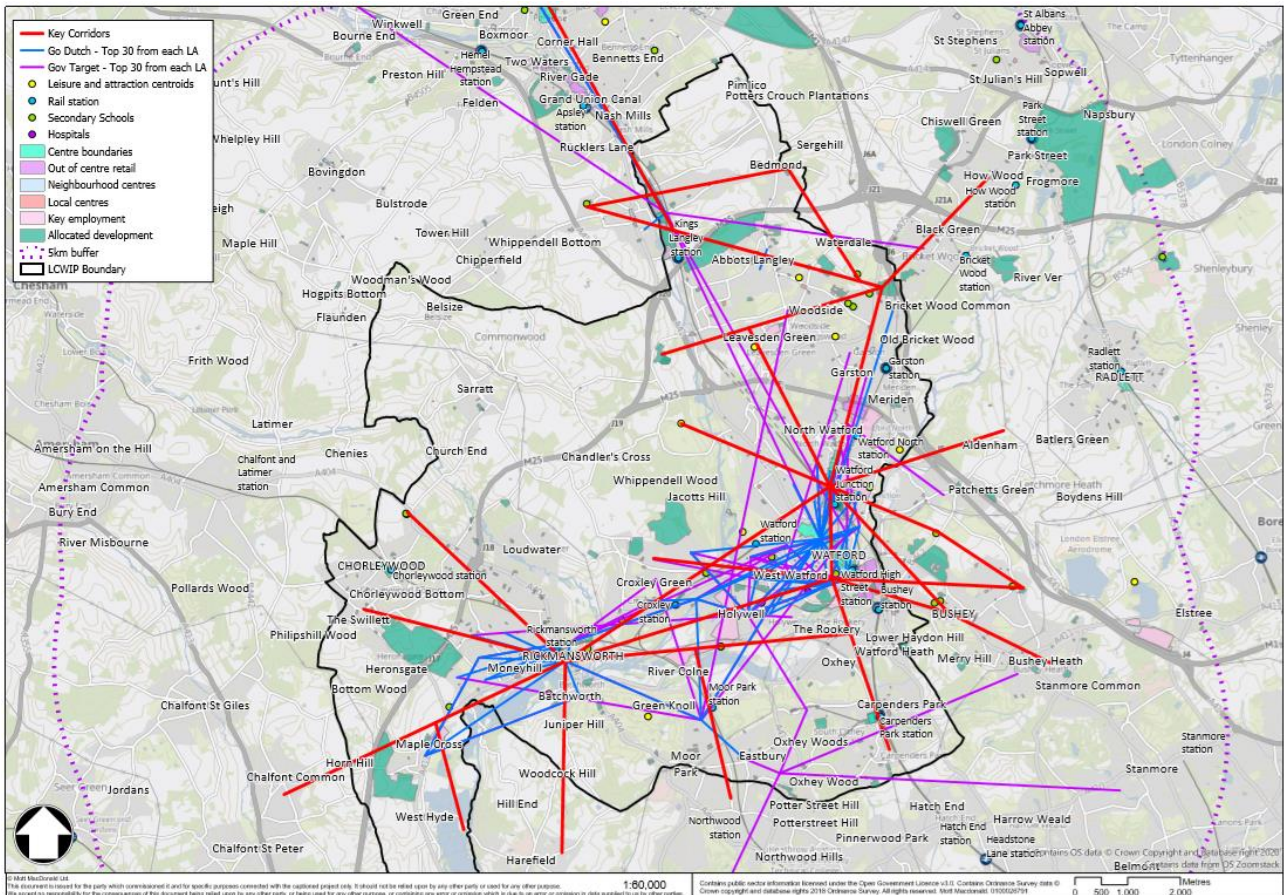
Source: Mott MacDonald

#### 4.2.2 Key corridors

Figure 4.5 shows a summary of the key corridors identified for Watford and Three Rivers based on this origin and destination analysis. The key corridors of demand are focussed in particular into and out of Watford Town Centre, North Watford, Rickmansworth and Garston.

In addition, the PCT outputs drawn from the previous section are also shown to provide a comparison between the datasets. The PCT demand shows additional desire lines north-south which were not designated as a key corridor. It should be noted, the PCT shows only commuting trips, whereas the origin-destination analysis takes into consideration a wider spread of trips, including commuting, travel to school, leisure and shopping.

**Figure 4.5: Identification of key corridors of demand**



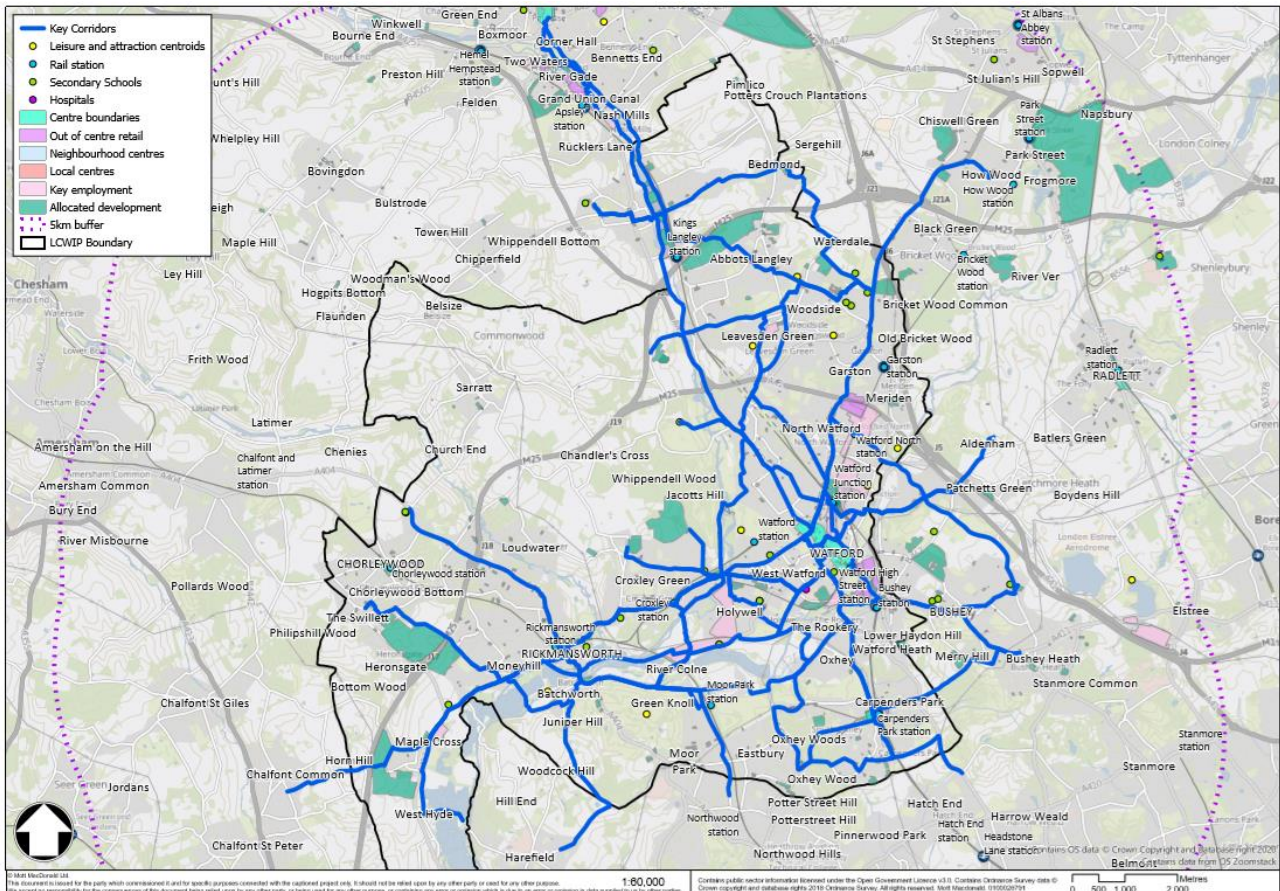
Source: Mott MacDonald

### 4.3 Cycle demand mapped onto the road network using both PCT and origin-destination data

The corridors identified by the PCT analysis in section 4.1 and the origin-destination analysis in 4.2 have been mapped onto the road and path network in GIS using the shortest possible route, to illustrate what the straight-line network would look like when mapped to the road network across Watford and Three Rivers (see Figure 4.6). It should be noted that these initial outputs are purely indicative at this stage, with the exact alignments of shortlisted priority routes determined in the next stages of the LCWIP.

The network identified in Figure 4.6, and the process to arrive at this network, was presented at the stakeholder engagement session in October 2020. Stakeholders fed back on desire lines and the use of background data to inform the network of routes.

**Figure 4.6: Cycle demand mapped onto the network**



Source: Mott MacDonald

## 4.4 Pre-prioritisation

The LCWIP process includes an element of prioritisation, in recognition of the long term nature of the LCWIP, and that it will not be feasible to improve all routes in the immediate future.

As a large number of routes were identified through the network planning process, the decision to ‘pre-prioritise’ the network was taken at LCWIP stage 3, allowing the more detailed work to focus on those higher priority routes. The rationale for this pre-prioritisation was that:

- Assessing/auditing all routes would be time-consuming and would likely extend the programme and budget required significantly
- There is unlikely to be sufficient future funding available to implement all routes over the short term, therefore there is a need to focus on those that will provide the most benefit

Therefore, the purpose of pre-prioritisation is to identify the routes that are most likely to score highly in stage 5, so that time and effort is focused on auditing and assessing those routes that will provide the most benefit. It is envisaged that all routes will eventually be audited and assessed but this will need to be undertaken over time as part of future iterations of the LCWIP, and as funding becomes available.

### 4.4.1 Methodology

The LCWIP Guidance recommends three elements should be considered when looking at the prioritisation of schemes;

- Effectiveness
- Policy
- Deliverability

The effectiveness and policy aspects of prioritisation were considered in the pre-prioritisation exercise.

A number of datasets were gathered to inform the effectiveness of the routes, these datasets were decided upon by WBC and TRDC and informed by Mott MacDonald:

- Indices of multiple deprivation (IMD)
- PCT Government Target
- HCC's Place and Movement dataset
- Key severance factors (major roads, rail, waterways)

All of the above datasets were analysed in GIS and scored on the basis of how effective improvements to the cycle network would be in improving these aspects of the route.

The IMD dataset is classified by Lower Super Output Area (LSOA) and therefore covers the whole LCWIP area. The areas with higher indicators of deprivation are considered a higher priority.

The PCT was used to establish the links which could potentially attract the largest numbers of users for both commuting and school travel.

The Place and Movement scores for links proximate to the routes were assessed, with P2 and P3 links – those with a higher Place function – given a higher priority.

Severance was assessed through the number of severance points per kilometre on links, with sections overcoming the greatest number of severance points scoring most highly.

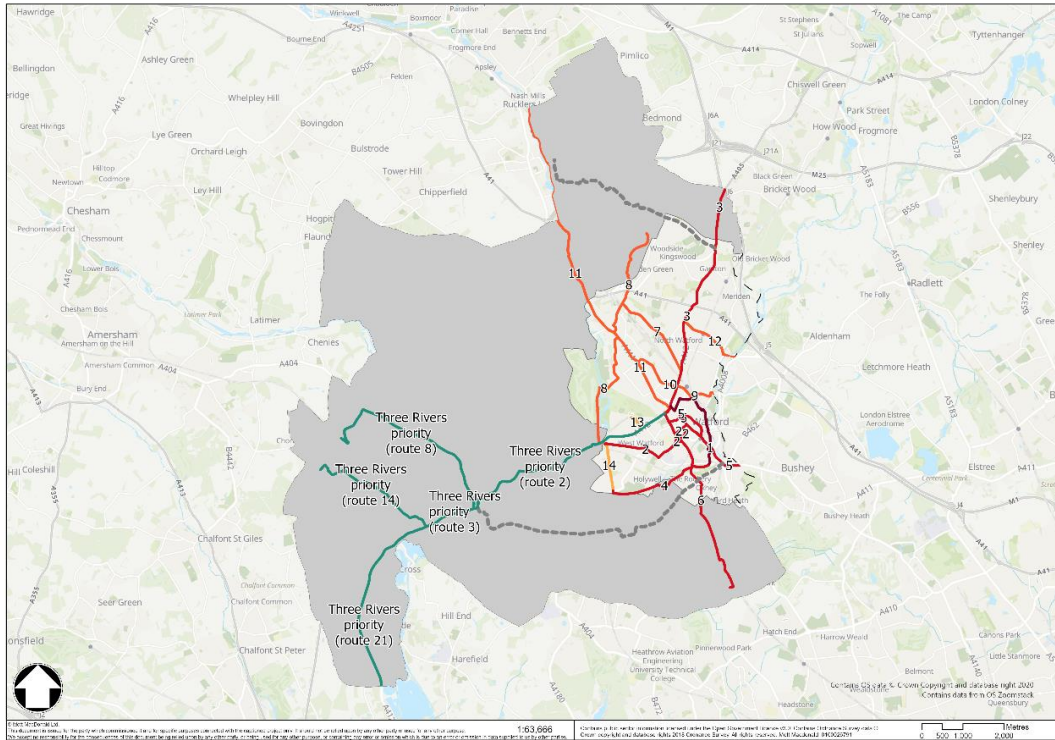
The proposed cycle network was broken into sections, and a new section was created at every junction. For each section, a score was calculated for each of the four datasets. A final score was then derived for each section based on the cumulative score of all datasets.

In order to form routes out of the sections, the highest scoring section was selected first. The adjacent sections were included as part of the route until it came to a logical end. This means that the priority of the route at a different point can be much lower than the highest priority section. The next priority section was then selected to create the next priority route.

#### 4.4.2 Results

The pre-prioritisation of the strategic cycling network was undertaken separately in Watford and Three Rivers, providing a network across the two local authority areas. The pre-prioritisation results for Watford are shown in Figure 4.7.

**Figure 4.7: Watford route prioritisation**



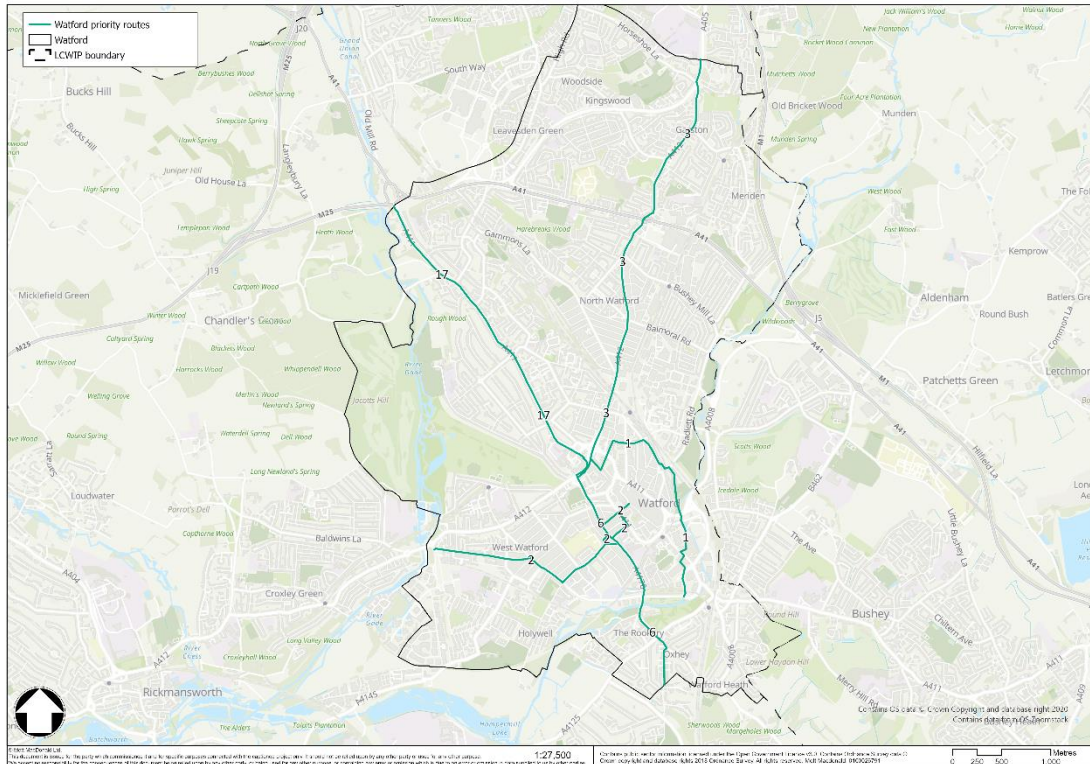
Source: Mott MacDonald

### 4.5 Priority routes

The following routes were identified through the pre-prioritisation process and incorporating local Officer feedback. Five routes have been prioritised for each authority after further detailed assessments. These are shown in Figure 4.8 below.

Non-prioritised routes remain under consideration and may be progressed later or through separate workstreams. The Ebury Way route, for instance, is a higher profile route not selected for prioritisation, and although the need for resurfacing the route is noted, no significant work on interventions is needed. Similarly, improvements to Watford town centre and the ring road is a key focus for the Transforming Travel in Watford workstream, so will be progressed separately.

**Figure 4.8: LCWIP priority routes**



Source: Mott MacDonald

Although more detailed assessments have been undertaken to prioritise the five routes for each LA, the other routes initially identified remain important as schemes to be delivered in the longer-term. In some cases, there may be opportunities to progress elements of these sooner alongside other transport schemes, including in conjunction with highways maintenance and signal upgrade programmes, or as developments are progressed.

## Watford

- Route 1- Green Loop East
- Route 2 – Whippendell Road
- Route 3 – St Albans Road
- Route 6 – Watford to Carpenders Park
- Route 17 – Hempstead Road (Watford North River Route)

## 4.6 Cycling network assessment

Each of the prioritised routes has been assessed using the LCWIP Route Selection Tool<sup>14</sup> (RST) which scores the route against five key criteria:

- **Directness:** How direct a cycle route is in relation to the route travelled by private motor vehicles.
- **Gradient:** How steep a route is.

<sup>14</sup> <https://www.gov.uk/government/publications/local-cycling-and-walking-infrastructure-plans-technical-guidance-and-tools>

- **Safety:** How safe a route is, taking account of separation between cyclists and vehicles and motor vehicle speed and volumes.
- **Connections:** The number of points at which a route can be joined.
- **Comfort:** How comfortable the space is for cycling based on width and surface treatment.

The RST also considers the number of junctions along the route considered to be particularly hazardous or unattractive for cyclists, usually due to high traffic volumes or speeds, and a lack of separated cycling facilities. These are defined as ‘critical’ junctions.

The RST was applied firstly to consider the baseline conditions across the five criteria, with each route broken down into sections of distinct character. An overall baseline score of 0-5 for each criterion across the route is established.

The route is then re-assessed based on the potential conditions across the five criteria – scoring the route sections on the basis that they were improved, where possible, to standards identified in the DfT’s Local Transport Note 1/20 (LTN 1/20) – the latest design guidance for cycle infrastructure. More detail on the LTN 1/20 principles is provided in section 6 – Interventions.

DfT’s LCWIP Guidance states that the aim is to achieve a score of at least three and significantly reduce the number of critical junctions, potentially removing these completely.

Owing to COVID-19 restrictions, the RST assessment has been largely desktop based with assessment sheets completed remotely using online mapping and satellite imagery. However, spot checks were undertaken on site in June 2021 at locations where information was not readily available, or more detail was required to complete the audits.

Scores were assigned using the DfT’s LCWIP Route Selection Tool, with gradient calculated using online mapping as recommended in this guidance. In cases where traffic data was not available for a specific street, the road characteristic has been used as a proxy for daily vehicle flows. Speed limit was based on the posted speed limit for all routes.

#### 4.6.1 RST baseline audits

The summary of the baseline audits is shown in Table 4.2 (Watford). The scores for the five core design principles are a function of the conditions across the whole route. The number of critical junctions on each route are also listed.

### Watford

**Table 4.2: Watford baseline RST results summary**

Route No.	Name	Directness	Gradient	Safety	Connectivity	Comfort	Critical Junctions (no)
1	Green Loop East	4.0	4.8	3.4	4.6	2.5	2
2	Whippendell Road	5.0	4.5	1.5	5.0	0.1	7
3	St Albans Road	4.0	5.0	2.0	4.6	2.2	8
6	Watford to Carpenders Park	5.0	2.9	2.0	4.5	0.0	5

Route No.	Name	Directness	Gradient	Safety	Connectivity	Comfort	Critical Junctions (no)
17a	Hempstead Road	5.0	4.2	1.7	4.5	2.0	8

This assessment indicates that these routes generally score highly for directness – following the main roads or taking advantage of direct quieter routes. The gradient scores are generally high, reflecting the generally flat terrain – with a slightly steeper gradient on sections of route 6 contributing to a slightly lower score. Safety scores are generally low, due to cyclists currently being required to mix with general traffic at speeds above 20mph. The dense network of the urban area is reflected in the high connectivity scores, with slightly lower scores on route 17 which is constrained by waterways and motorways at the northern end. Very low comfort scores reflect the lack of cycle infrastructure on most routes – with the lowest scores applied where cyclists are required to mix with general traffic.



## 5 Network planning for walking – LCWIP

### Stage 4

This section sets out the process for identifying core walking zones across the LCWIP area and identifying the most appropriate areas for walking interventions. It should also be noted that walking improvements will also be made alongside the cycling improvements across the strategic network identified in section 4.

#### 5.1 Core walking zones

The first stage of the development of a walking network is to identify the Core Walking Zones (CWZ). The LCWIP guidance recommends that:

- CWZs should consist of a number of walking trip generators that are located close together - such as a town centre or business parks.
- An approximate five-minute walking distance of 400m should be used as a guide to the minimum extents of CWZs.
- All pedestrian infrastructure should be deemed as important within the CWZs.
- Once the CWZs have been identified, the important pedestrian routes (key walking routes) that serve them should then be located and mapped.

The origin and destination analysis undertaken in section 4 has helped to identify the key walking trip generators in Watford and Three Rivers. From this analysis the following CWZs have been identified, these are shown in Figure 5.1:

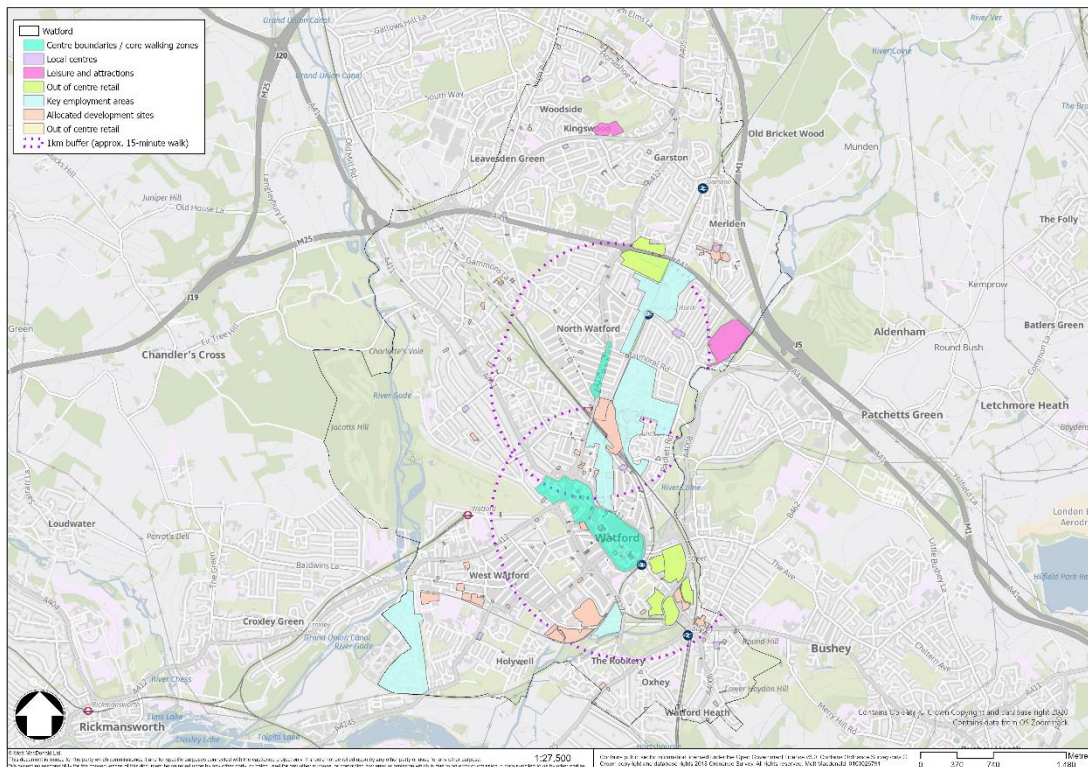
##### **Watford Borough**

- Watford Town Centre
- North Watford

These CWZs align with the designation of these locations in Watford as 'designated key centres' within the districts, and therefore these have been assigned as the initial set of core walking zones. It is envisaged that as the LCWIP is revised, more core walking zones will be identified to help to create a more comprehensive, coherent walking network.

Through collaboration with the client team, it was agreed that the extents of the important routes that serve the CWZs should be within 1km of the CWZs. These extents are visible on Figure 5.1.

**Figure 5.1: Core walking zone - Watford**

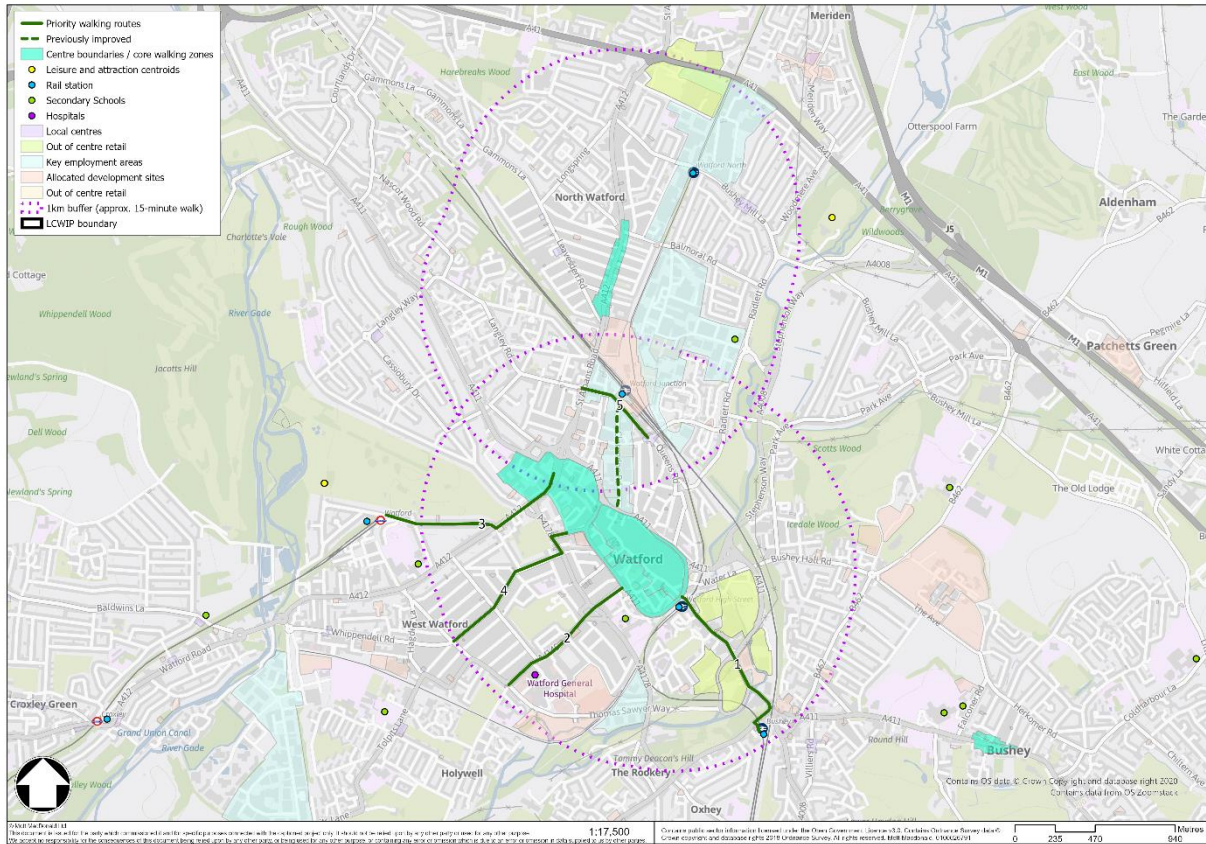


### 5.1.1 Watford

Watford Town Centre CWZ was selected by WBC as the priority area for further initial investigation. A number of key walking routes (KWRs) were identified based on the connections to interchanges or other key trip attractors in the area such as Watford Football Club and Watford General Hospital. Figure 5.2 shows the identified key walking routes, and can be summarised as follows:

- Watford Town Centre Core Walking Zones (all streets within this zone)
- Key Walking Route 1- Watford Town Centre to Bushey Station (Lower High Street and Eastbury Road)
- Key Walking Route 2 – Watford Town Centre to Watford General Hospital (Vicarage Road)
- Key Walking Route 3 – Watford Town Centre to Watford Underground station (Rickmansworth Road and Cassiobury Park Road)
- Key Walking Route 4 – Watford Town Centre to West Watford (Whippendell Road)
- Key Walking Route 5 – Station Road/ Woodford Road

Figure 5.2: Key walking routes around Watford town centre



Source: Mott MacDonald

### 5.1.2 WRAT baseline audits

A summary of the Walking Route Assessment baseline audits is shown in Table 5.1, Table 5.2 (Watford) with the scores indicating the existing conditions across the whole route.

#### 5.1.2.1 Watford

Table 5.1: Watford Core walking zones – Existing conditions WRAT results summary

Route	Name	Attractiveness %	Comfort %	Directness %	Safety %	Coherence %	Overall score %
A	High Street (Peace Prospect – Clarendon Road)	94	85	83	-	-	88
B	Rosslyn Road	67	60	33	83	0	53
C	Clarendon Road	100	90	100	100	100	97
D	Market Street	83	67	100	83	0	76
E	King Street	75	60	80	83	0	78
F	High Street (Clarendon Road – Exchange Road)	75	78	90	92	100	82

Route	Name	Attractiveness %	Comfort %	Directness %	Safety %	Coherence %	Overall score %
G	Albert Road South	83	70	63	83	0	69

**Table 5.2: Watford Key walking routes – Existing conditions WRAT results summary**

Route No.	Name	Attractiveness %	Comfort %	Directness %	Safety %	Coherence %	Overall score %
1	Watford Town Centre to Bushey Station	46	64	47	67	67	57
2	Watford Town Centre to Watford General Hospital	53	62	61	67	50	60
3	Watford Town Centre to Watford Underground station	83	50	50	50	0	53
4	Watford Town Centre to West Watford	83	42	55	50	100	57
5	Station Road / Woodford Road	75	50	58	83	100	68

The Core Walking Zone and Key Walking Route scores reflect the general condition of the routes – with the CWZ scores generally higher, as these links are already more pedestrian-orientated sections in the town centre. The lower coherence scores in the CWZ are generally due to missing tactile paving or dropped kerbs at crossings. Rosslyn Road scores poorly on directness due to the lack of a crossing of the A412 at the northern end.

The Key Walking Route scores are generally lower as they serve routes away from the pedestrianised centre of the town. Lower attractiveness scores on routes 1 and 2 reflect generally poorer ambience on these routes – including traffic noise and littering. Lower comfort scores on routes 3-5 are a result of narrow footways on some sections, and lower directness scores on these routes are generally due to circuitous or longer routes that deviate from pedestrian desire lines. The speed and volume of traffic on the routes directly influences the safety scores, while the coherence of the routes is a reflection of the provision of dropped kerbs and tactile paving, which is generally absent from route 3.

## 6 Interventions

This section provides a brief overview of the type of infrastructure which should be considered in order to help achieve a transformational change in active travel on the routes established above. The purpose is to provide background for the interventions identified.

As the LCWIP is a high-level network planning document, the interventions that have been detailed in this section are at high level only and only indicate what could potentially be delivered in accordance with best practice and current guidance. Further feasibility studies will be needed to develop these interventions further and to ensure that they can be implemented.

### 6.1 Types of cycling interventions

The Department for Transport's (DfT) Local Transport Note (LTN) 1/20 Cycle Infrastructure Design guidance<sup>15</sup> was introduced in 2020 and should be referred to for detail on cycling infrastructure.

LTN 1/20 states that cycling infrastructure should meet five core design principles as follows:

- **Coherent:** Routes are consistent and simple to follow from origin to destination.
- **Direct:** Routes are at least as direct as those for private vehicles and do not require cyclists to stop and start at junctions.
- **Safe:** Infrastructure should be safe, and people should feel safe using it.
- **Comfortable:** Good quality, wide routes.
- **Attractive:** Infrastructure is well designed.

In addition, the guidance provides more specific principles including:

- Cycle infrastructure should be inclusive and usable by people of all ages and abilities.
- Cycles must be treated as vehicles and not as pedestrians with physical separation provided between pedestrians and cyclists, including at junctions.
- Physical separation from high traffic volumes, including at junctions.
- Widths should cater for high growth and non-standard cycles.
- All highway schemes should include consideration of opportunities to improve provision for cycling.
- Schemes should be more than cosmetic public realm schemes and include restrictions to traffic or reallocation of road space.
- Cycle infrastructure should form a connected and holistic network.
- Cycle parking should be included in large schemes.
- Schemes must be legible and understandable.
- Clear and comprehensive wayfinding should be provided.
- Flagship infrastructure such as new cycle bridges should form part of a joined-up network.
- Schemes should be properly maintained which is as important as the infrastructure itself.
- Surfaces must be smooth and durable.
- Trials may be important in making sure a permanent scheme works from the start; however, good design is still required for trial schemes to maximise their chances of success.

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<sup>15</sup> <https://www.gov.uk/government/publications/cycle-infrastructure-design-ltn-120>

- Access controls such as barriers should not be used.
- Lower cost, pragmatic schemes such as bollards to close a road are preferred where they can be effective.
- Routes must be direct and logical.
- Cycle routes should be comfortable to ride, minimising the need to stop and start and the need for traffic calming with vertical deflection (e.g. speed humps).
- Schemes must be consistent and not switch between different types of provision such as carriageway lane and footway.

The fact that the LTN 1/20 guidance was introduced so recently means that, in common with most of the country, much existing cycling infrastructure in the study area would not meet the latest requirements. The prioritisation of interventions in the LCWIP process takes account of which improvements are most urgently required.

The level of design for the LCWIP is necessarily high-level. For example, at this stage, the plans indicate where there is potential for protected cycle facilities; however, the exact nature of the facility would be subject to further design work and will be subject to circumstances specific to the route. Types of facility include:

- Hybrid stepped track.
- Kerb separated track.
- Separation provided by locating parking on the outside of the cycle lane (note LTN 1/20 also recommends kerb or light separation).
- Bi-directional track.
- Light separation such as wands, as have been used in the recent temporary schemes.

It is, however, recommended that the type of design is consistent within each scheme.

## 6.2 Identified cycling interventions

In identifying measures, the interventions that have been suggested reflect the aspirations outlined in LTN 1/20. This is necessary in order to provide the quality of infrastructure that will have the greatest chance of achieving mode shift.

The LCWIP is intended to provide a high-level overview of potential designs only. The deliverability of the schemes has been considered; however, in all cases, the measures identified will need to be subject to a full feasibility assessment, safety review and detailed consideration of the impacts on other road users, including buses and emergency vehicles. On some sections of the routes, very constrained pinch points have been identified which has meant that potential interventions have not been able to be assessed at this stage – in these cases further study is required to identify potential solutions for continuing the cycle route. The deliverability of the schemes is considered in LCWIP Stage 5 – Prioritising Improvements.

Appendix A provides a detailed breakdown of potential measures for the priority routes in the Watford area.

The measures proposed focus on the main links and junctions. In addition, it is recommended that the following interventions be included when designing schemes in more detail:

- Side road entry treatments, including priority for cyclists, reducing radii and providing raised tables or continuous footways for pedestrians. The plans provided in Appendix A provide some particular examples; however, as it is recommended that this would be a standard design consideration, the majority of locations are not highlighted.
- Modal filters to complement the introduction of cycle schemes on strategic routes and provide a series of connector routes from residential areas. Some potential examples are

given in Appendix A; however, it is recommended that modal filters be given more wider consideration when developing designs.

- Permitting of two-way cycling on one-way streets to improve permeability to and from the core network, subject to individual safety assessment.
- Signalised junctions should be reviewed on a case-by-case basis at feasibility stage, but dedicated signal stages for cycles should be the first consideration in most cases, with other options considered during the review, depending on space, junction capacity and safety factors.
- Cycle parking, including secure storage in residential areas and at destinations.
- Signage and wayfinding to provide for easy understanding of cycle facilities for cyclists, pedestrians, and other road users, especially at more complex junctions, and to provide navigation and route reassurance. Redundant signage – particularly ‘Cyclists Dismount’ – should be removed.
- Decluttering of spaces to provide suitable useable widths and remove obstructions where possible should be carried out on all routes.

### 6.2.1 Watford

Table 6.2 provides the revised RST scores assuming the measures identified are implemented along these cycle routes. This indicates that there is significant potential to address the current issues and provide high quality cycle routes. There is expected to be scope to introduce facilities which can achieve at least the minimum standard against most criteria.

**Table 6.2: RST results summary (with interventions)**

Route No.	Name	Score	Directness	Gradient	Safety	Connectivity	Comfort	Critical Junctions (no)
1	Green Loop East	Existing Score	4.0	4.8	3.4	4.6	1.9	2
		Potential Score	4.0	4.8	4.0	4.6	4.5	0
2	Whippendell Road	Existing Score	5.0	4.6	1.4	5.0	0.1	7
		Potential Score	5.0	4.6	4.6	5.0	3.5	0
3	St Albans Road	Existing Score	4.0	5.0	2.0	4.6	2.2	8
		Potential Score	4.0	5.0	5.0	4.6	4.4	0
6	Watford to Carpenders Park	Existing Score	5.0	2.9	2.0	4.5	0.0	5
		Potential Score	5.0	2.9	4.8	4.5	4.3	0
17a	Hempstead Road	Existing Score	5.0	4.2	1.7	4.5	2.0	8
		Potential Score	5.0	4.2	4.4	4.5	4.0	0

### 6.2.2 Stakeholder and Consultation Feedback

Following the initial stakeholder session in October 2020, the Watford cycle route interventions were presented to a stakeholder group meeting in June 2021 (which included representatives from local cycle groups) and a subsequent session with local council members.

Comments received on the Watford cycle routes through these processes are summarised as follows:

Route	Comment	Response
Route 1	Route incorporating the Green Ring generally supported, with greater priority for cycling suggested on some key junctions. Suggestion to link route to Watford Junction	Detail on junction priority will be picked up at feasibility design stage. Link to Watford Junction is provided by St John's Rd/Clarendon Rd improvements.
Route 2	Some concern over the proposal to provide shared use paths on the more constrained streets – with separated cycle provision preferred by several stakeholders. Likely objection to removal of parking spaces – problems of enforcing parking restrictions. Alternative route via Tom Sawyer Way/Vicarage Ed/Charlock Way proposed. Alternative route via Chester Rd also proposed.	Noted that this is a challenging route due to many constraints, but valuable as it serves major destinations including the hospital. Next design stage to consider practical available width and key pinch points. Enforcement of parking always a problem, but design techniques can be used to minimise parking loss and discourage pavement parking. Alternative routes proposed would not serve the destinations that this route aims to serve.
Route 3	Generally supported, with some stakeholders suggesting increased separation from motor traffic, and some concerns over the on-road section through the North Watford Local Centre and cycle facilities at major junctions.	Separated cycle lanes are proposed for most of this route. Section through North Watford Local Centre has recently had footway and urban realm improvements, so will need further consideration at feasibility stage to provide a continuous route.



Route	Comment	Response
	Parallel route via Bradshaw Rd proposed, including potential access to Watford Junction via TK Maxx car park.	Parallel route would deviate considerably from the desire line for a relatively short section, and sever some links to other routes, so the main road is the preferred direct route.
Route 6	Some concern over the proposed provision for cycling on the northern part of the route on the more constrained town centre streets. Greater support for the long term proposals further south towards Oxhey. Proposal to avoid Green Lane/part of Deacon's Hill by using parallel route. Route links to schools, which is important.	Noted that northern section is constrained – similar area to route 2 with the same challenges. An alternative, parallel route via St James Rd should be considered to avoid some of the more constrained sections. Green Lane is 20mph and traffic calmed, so should be a reasonable route. Deacon's Hill is constrained, but is direct and has less frontage/on street parking than the alternative route.
Route 17	Broad support for the route with some comments on individual junction arrangements and the type of facility provided on some more constrained sections. Main comments on Three Rivers section ( between Grove Mill Lane and the A41 is challenging). The towpath section to the north is available, but unsuitable for cycling in all conditions. Access to Kings Langley Station is important.	The route is largely separated, including the section between Grove Mill Lane and the A41. Stepped tracks would provide appropriate separation from traffic and can be designed to cater for driveways. An alternative to the towpath has been proposed which is slightly less direct, but more suitable for cycling. The towpath is unlit, poorly surfaced and not well overlooked, making it unsuitable for utility trips in most cases.

Wider public consultation was also undertaken on the walking and cycling routes and high level scheme concepts as part of the wider Watford Sustainable Transport Strategy (Transforming Travel in Watford) consultation. There was a separate area on the website [Walking & Cycling Schemes | Future Travel Watford](#) which illustrated the routes and scheme concepts in a map and pictorial format. Respondents were invited to leave comments directly on the plans or submit them by email. The STS consultation was publicised widely and the specific cycling and walking pages were additionally publicised in a members group session and at a forum with local cycle groups.

Many comments relate to details that will be considered at feasibility design stage, as the routes are designed with access to more detailed information, and with reference to design guidance, including LTN 1/20. A summary of the comments by route section is set out below.

### Route 1

Comments are broadly supportive of the proposals, with local cycling groups specifying this route as an important addition to the network. Comments largely relate to the detail of the route, including;

- Types of crossing facility at Thomas Sawyer Way/Dalton Way
- Path widths must be suitable for cycling.
- Surface quality through the park.
- Improvement of crossings to be single-stage.
- Different surface types for pedestrians and cyclists.
- Removal of street furniture.

These aspects will be considered in the next stage of design, and the routes will be designed with reference to LTN 1/20. Other comments were received on the indirect nature of the route. The route is, to a large extent, already in existence, and provides a traffic-free route to the town centre for many potential users. The assessment of potential demand shows that the route caters to the desire lines for many users.

### Route 2

Comments support the removal of parking to accommodate space for cycling, but express concern at the likely increase in demand as a result of housing development. The proposed use of shared use paths in this constrained area generated some concern, with respondents emphasising that this should be a last resort – as outlined in LTN 1/20.

The relatively narrow streets here, the challenges of managing parking, and the desire for public realm improvements on some sections including Vicarage Road mean that separated cycle facilities of appropriate width may not be achievable in this section. The consistency of the provision for cycling is also a key consideration, with a preference to avoid frequent changes between types of cycle facility. Opportunities for providing alternative facilities can be considered at feasibility design stage, when more information on traffic flows and patterns is available.

### **Route 3**

Comments support the separated cycle facilities on large sections of the route, but others suggest alternative routes making use of back streets which are less heavily used by motor traffic. The need for safe routes through the large junctions on this route is noted by several people. The 'gap' in the route through the North Watford Local Centre is identified as a potential problem, with the need for consistent provision along the route noted.

The LCWIP aims to identify routes which cater to utility cycling, with direct routes prioritised to minimise journey times to key destinations. Few viable alternative routes exist along this route, and road widths generally mean that space for separated cycle facilities is available. The section through the North Watford Local Centre has recently had urban realm and footway improvements and will need additional consideration at feasibility design stage of how best to provide a consistent and safe route through this section. The interaction of cycle measures with potential bus priority measures also needs consideration.

### **Route 6**

Comments raise similar concerns to route 2 at the northern end of this route, as they serve similar areas and suffer from similar constraints. Shared use sections on narrower parts of the route are likely to be required where roadspace is not available – but an alternative route has been identified where some constraints can be avoided.

Some comments suggest an alternative route to Deacon's Hill/Green Lane in order to provide more space, and avoid a steeper gradient. The route as proposed through this section provides a reasonably direct route following the major desire lines, but will require some improvement. The proposed use of modal filters could reduce traffic significantly making a good on-carriageway environment for cycling.

The southern end of the route is in Three Rivers District and was not consulted on.

### **Route 17**

The Watford section of the route largely comprises of stepped tracks alongside Hempstead Road. This approach is broadly supported, although some respondents prefer line-separated tracks, and one suggestion proposes a quieter route option. The integration of the routes with the town centre is the subject of some comments, with the use of shared use paths on constrained sections not supported by some respondents, and greater priority for cycles is proposed.

This route is direct and follows a main route out of Watford, and stepped tracks provide good protection for cyclists on the most direct route, and in a space-efficient way. The links to the town centre make use of existing facilities and greater priority for cyclists can be considered at feasibility design stage – including improvements to make a smoother cycle journey.

The northern end of the route is in Three Rivers District and was not consulted on.

### 6.3 Types of walking intervention

6.3.1 Whilst design guidance for walking schemes is more limited than for cycle design guidance, the CIHT Designing for Walking guidance<sup>16</sup> provides a good framework for the principles to apply.

6.3.2 Well-designed walking facilities should enable walking journeys and improve the experience of those already walking by following desire lines, being clutter-free and being legible to all users. They should take into account the volumes of people walking along the streets (actual or desired) or crossing the streets and should take into account the needs of all users. The specific design solutions will therefore depend on a variety of considerations.

Potential interventions could include:

- Increasing the width of footways
- Public realm improvements, including:
  - Continuous level footways
  - Raised tables
- Provision of high-quality street furniture and provision of benches
- Improving of pedestrian facilities at traffic signal junctions, including:
  - Additional pedestrian crossings
  - Reduction in crossing distances
  - Changing 'staggered' to 'straight across' pedestrian crossings
- Street lighting improvements
- Decluttering and maintenance
- Dropped kerbs and tactile paving
- Wayfinding
- Measures to assist with access to/by other modes – i.e. bus stops, stations, disabled parking
- Area wide treatments such as Low Traffic Neighbourhoods.
- 

Provision should aim to achieve good design outcomes for pedestrians - routes should be attractive, comfort, direct, safe and connected. See section 4.1 for further details.

There is some overlap between the cycle network and walking routes, and measures proposed for cycling, such as junction improvements, can clearly also benefit pedestrians. It is recommended that all cycle schemes consider the needs of pedestrians and incorporate design measures that will benefit pedestrians as well as cyclists.

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<sup>16</sup> [https://www.ciht.org.uk/media/4460/ciht\\_-\\_designing\\_for\\_walking\\_document\\_v2\\_singles.pdf](https://www.ciht.org.uk/media/4460/ciht_-_designing_for_walking_document_v2_singles.pdf)

In identifying measures for walking, the interventions that have been suggested reflect the principles outlined in CIHT's Designing for Walking guidance. This is necessary to provide the quality of infrastructure that will have the greatest chance of achieving mode shift.

As with the cycling interventions, the LCWIP is intended to provide a high-level overview of potential walking designs only. Effort has been made to consider the deliverability of schemes. However, in all cases, the measures identified will need to be subject to a full feasibility assessment, safety review and detailed consideration of the impacts on other road users, including buses and emergency vehicles.

Appendix B provides a detailed breakdown of potential measures for each of the five key walking routes.

The measures proposed focus on the main links and junctions. In addition, it is recommended that the following interventions and measures are also considered, with consideration given to the urban or rural nature of the local environment:

- Usable footway widths of at least two metres in all locations. Where there is high footfall, such as in the town centre, this should be increased further.
- Crossings should be single stage to reduce pedestrian crossing times. Where this is not feasible due to the number of traffic lanes, pedestrian wait times should be minimised and green man time should be maximised.
- Footways should be maintained to the same standard they were designed to. If any works are undertaken, the surface should be replaced to the same standard it was designed to.
- Side road entry treatments, including reducing radii and providing raised tables or continuous footways. These are noted in some circumstances however, it is recommended that this would be a standard design consideration.
- Tactile paving and dropped kerbs should be provided at all points pedestrians are expected to cross the road.
- Car parking should be restricted around formal and informal pedestrian crossing points, and where pedestrian movement is higher (e.g. around bus stops).
- General upkeep and maintenance of the pedestrian environment should be ongoing to ensure the quality of the route does not deteriorate. This includes litter picking, ongoing maintenance of street furniture and surfaces e.g. removal of graffiti on walls, as well as trimming vegetation to maintain useable footway widths and to preserve visibility.

Routes that scored over 70% in the WRAT assessment are not considered to need additional interventions to bring them to a suitable standard.

Potential interventions have been created for the walking routes which scored less than 70% when using the WRAT. However, in many cases it has not been possible to address issues associated with the volume of traffic on the adjacent highway. Reducing traffic on these walking routes would significantly improve the pedestrian environment.

### 6.3.1 Watford

#### Core walking zones

Table 6.1 provides the revised WRAT scores assuming the measures identified are implemented along the routes in the core walking zones.

**Table 6.1: Core walking zone - WRAT results summary (with interventions)**

Route No.	Name	Score	Attractiveness %	Comfort %	Directness %	Safety %	Coherence %	Overall score %
		Existing Score	67	60	33	83	0	53
B	Rosslyn Road	Potential Score	83	70	100	83	100	83
		Existing Score	83	70	63	83	0	69
G	Albert Road South	Potential Score	88	80	100	83	100	88

### Key walking routes

Table 6.2 provides the revised WRAT scores assuming the measures identified are implemented along the key walking routes.

**Table 6.2: Key walking routes - WRAT results summary (with interventions)**

Route No.	Name	Score	Attractiveness %	Comfort %	Directness %	Safety %	Coherence %	Overall score %
		Existing Score	46	64	47	67	67	57
1	Watford Town Centre to Bushey Station	Potential Score	68	83	80	77	100	80
		Existing Score	53	62	61	67	50	60
2	Watford Town Centre to Watford General Hospital	Potential Score	73	80	87	81	100	83
		Existing Score	83	50	50	50	0	53
3	Watford Town Centre to Watford Underground station	Potential Score	83	83	50	100	100	78
		Existing Score	83	42	55	50	100	57
4	Watford Town Centre to West Watford	Potential Score	83	75	90	83	100	84
		Existing Score	75	50	58	83	100	68
5	Station Road / Woodford Road	Potential Score	75	88	78	92	100	84

### 6.3.2 Stakeholder and Consultation Feedback

The walking routes were discussed in the stakeholder meeting along with the cycle routes and were included in the TTIW consultation.

Few comments were received on the walking routes, and all were supportive. Improvements to pedestrian crossing facilities at Bushey Arches (Walking Route 1) are noted as being important, and are included in the route 1 proposals. The addition of green man facilities on crossings of St Albans Rd at the end of route 5 is also noted, and included in the proposals.

Detailed comments on the walking routes will be considered at the next stage of design.

# 7 Prioritising Improvements – LCWIP Stage 5

Stage 5 of the LCWIP guidance outlines the approach to prioritising improvements and/or routes. The purpose of prioritisation is to understand the relative importance of each route and how this will lead to the network being developed over time. This process is not intended to delete or discount any routes or improvements, merely to assign it a programme entry against the short, medium, and long-term timescales within the LCWIP.

The LCWIP guidance around prioritisation is limited as it allows authorities to be flexible with the prioritisation process as it should look to meet the individual requirements of each Local Authority. However, the guidance does suggest that three broad factors are used to help understand priorities and these are:

- Effectiveness – the impact on increasing levels of cycling and walking
- Policy – how the scheme meets/addresses key local policy objectives
- Deliverability – how deliverable the scheme is, public acceptability, risk, and constraints

It is suggested that whole routes should be prioritised rather than individual interventions or improvements, as that ensures that the whole route is delivered rather than incremental improvements across multiple routes over time. Primarily routes should first be prioritised by their ability to increase levels of walking and cycling, however other key factors are also important, such as alignment to other schemes/funding streams and deliverability.

The approach to prioritisation in this case has been modified as described in section 4.4, with the Effectiveness and Policy aspects considered in the pre-prioritisation stage.

## 7.1 Deliverability assessment

### 7.1.1 Criteria

The pre-prioritisation processes utilised mostly quantitative and available data to prioritise the routes, however the criteria around deliverability are in general more qualitative and based on the best information/knowledge available at the time. But as noted previously, this process is merely to provide an order to delivery, rather than removal of any routes. The criteria agreed with the client team are outlined in Table 7.1 and have been used to inform the prioritisation of the walking and cycling routes.

**Table 7.1: Deliverability Criteria**

Criteria	How measured/assessed
Technical feasibility	Assessment of feasibility based on following key factors: <ul style="list-style-type: none"> <li>● Can it be implemented within the highway boundary?</li> <li>● Does it require additional approvals/negotiations (i.e. other landowners)</li> <li>● Are there any environmental and/or heritage considerations</li> </ul>
Scheme support	How likely is the scheme to be supported by the public and Political Members
Alignment with funding streams and/or other schemes	Assessed against: <ul style="list-style-type: none"> <li>● Potential alignment/integration with another scheme/development</li> <li>● Potential for funding/funding stream identified (S278/CIL/EATF/LTP/FHSF etc)</li> </ul>

### 7.1.2 Assessment

Routes have been prioritised based on these criteria, with the technical assessment based on the high-level interventions proposed in this report and detailed in Appendix A, and the scheme support and alignment with funding criteria assessed by local authority officers.

The overall ranking of the prioritised cycling and walking routes for Watford are shown in Table 7.2 and Table 7.3. These prioritisation rankings take into account all aspects of the prioritisation, including the Effectiveness and Policy aspects considered in the pre-prioritisation. The detailed rationale for the prioritisation ranking across all routes is shown in Appendix C.

Prioritisation for the remainder of the cycle routes within the network remains as indicated following the initial pre-prioritisation process, as at this stage, no further assessment has been undertaken on these routes. Once these routes are developed further, they can be prioritised in a similar manner to the top 5 routes as shown below.

**Table 7.2: Watford Cycle Route Prioritisation**

	Route No	Route Name	Rank
Cycling Prioritised Schemes	1	Green Loop East	1
	2	Whippendell Road	3
	3	St Albans Road	1
	6	Watford to Carpenders Park	5
	17a	Watford to Kings Langley	3

Source: Mott MacDonald

**Table 7.3: Watford Walking Route Prioritisation**

	Route No	Route Name	Rank
Key Walking Routes	1	Watford Town Centre to Bushey Station	1
	2	Watford Town Centre to Watford General Hospital	2
	3	Watford Town Centre to Watford Underground station	3
	4	Watford Town Centre to West Watford	5
	5	Station Road / Woodford Road	3
Core Walking Zone	B	Rosslyn Road	2
	G	Albert Road South	1

Source: Mott MacDonald



## 8 Integration and application – LCWIP

### Stage 6

Stage 6 of the LCWIP involves the integration of the findings into the wider policy context of the local authorities and embedding the network plans into future schemes and projects.

#### 8.1 Timescales and Review

The LCWIP sets out the ambition for the strategic walking and cycling networks in Watford over the course of the next 10 years. The prioritisation exercise has shown that some elements will likely be brought forward ahead of others, allowing the local authorities to integrate the improvements with other planned works most effectively, and deliver on the councils' priorities.

While this version of the LCWIP reflects the current position and ambition for the networks, the document does not stand still. As local and national circumstances change – the changes in travel patterns brought about by the Covid-19 pandemic is a prime example – the local requirements for infrastructure will also need to be updated. The LCWIP guidance suggests as a guide that the document is refreshed every four to five years, or if there is a significant shift in local circumstances or funding.

#### 8.2 Funding

The LCWIP will position the local authorities effectively to take advantage of future funding opportunities – indications from central government in 2021 have indicated that, while not a requirement, an adopted LCWIP will be increasingly important for local authorities bidding for active travel funds in the future.

The network plans and supporting documents show a clear commitment to improvements on the routes and will also support the direction of funding from other sources, providing a resource for developers to understand routes that may be funded or improved to facilitate future development.

#### 8.3 Policy Integration and application

The integration of the LCWIP into local policy is crucial for the success of the network. The LCWIP will support other local policy positions, particularly the Hertfordshire LTP4, and will form a key part of the Transforming Transport in Watford strategy, which aims to improve active travel as part of a wider programme of transport improvements. As well as supporting transport policies, the plan will also support leisure plans such as the Public Rights of Way Improvement Plan, and health and wellbeing policies.

The LCWIP guidance suggests that the LCWIP could be incorporated into a Supplementary Planning Document (SPD) to provide more guidance to adopted policies in the Local Plan, strengthening its status with developers.

Informing key Council personnel of the LCWIP and its aims will help identify opportunities for elements of the plan to be brought forward in tandem with other schemes led by different parts of the council, potentially accelerating delivery.

# Key destinations

## Out of town retail

Waterfields Retail Park  
Watford Arches Retail Park  
Colne Bridge Retail Park  
Century Park  
London Road Retail Park  
Apsley Mills Retail Park  
Abbey View Retail Park  
Dunelm & Wickes, London Road (London Road)  
B&Q, Two Waters Road (Corner Hill)  
London Road / Two Waters Way (Two Waters West)  
Jarman Fields  
Dome Roundabout; Sainsburys and Asda  
Tesco Store

## Leisure

Jarman Fields  
Woodside  
Bushey Mill Lane - Top Golf  
Warner Bros. Studio Tour  
Cassiobury Park  
Rickmansworth Aquadrome  
Aldenham Country Park  
Leavesdon Country Park  
Grove Park  
Moor Park

## Rail stations

Chorleywood London Underground Station, Chorleywood Station  
Croxley London Underground Station  
Watford High Street Station  
Watford Junction Station

Watford North Station

Watford London Underground Station

Carpenders Park Station

Moor Park London Underground Station

Radlett Station

Garston Station

Rickmansworth London Underground Station, Rickmansworth Station

Bushey Station

Park Street Station

Hemel Hempstead Station

Apsley Station

King's Langley Station

Bricket Wood Station

How Wood Station

St Albans Abbey Station

### Secondary schools

Adeyfield

Parmiter's

Cavendish (The)

Hemel Hempstead (The)

Bushey Academy (The)

Watford Grammar School for Girls

Westfield Community Technology College

St Michael's Catholic High

Garston Manor

Marlborough School Science College

St Joan of Arc Catholic

Kings Langley

Rickmansworth

Bushey Meads

Francis Combe Academy

St Clement Danes

Queens'

Longdean

Astley Cooper (The)

Watford Grammar School for Boys

Falconer

Watford UTC

Reach Free School (The)

Westfield Academy

Harperbury Free School

Croxley Danes

Croxley Danes

Reach Free School (The)

Adeyfield

Laureate Academy

Laureate Academy

Croxley Danes

### **Key employment**

Maylands Business Park, Hemel Hempstead

Whiteleaf Road, Hemel Hempstead

Bourne End Mills, Bourne End

Park Lane, Hemel Hempstead

Doolittle Meadows, Hemel Hempstead

The Waterfront, Elstree

Centennial Park, Elstree

The Rivers Office Park, Maple Cross

Home Park Estate, Kings Langley

Kingley Park, Kings Langley

Ovaltine, Kings Langley

Kings Park, Kings Langley

Abbots Business Park, Kings Langley

Levesden Park, Watford

Clarendon Road / Station Road / Birdle Path, Watford

Greycaine Road / Odhams / Sandown Road, Watford

Imperial Way / Colonial Way, Watford

Watford Business Park, Watford

Wiggenhall Road / Fishers / Trade City, Watford

Moor Park Industrial Centre, Watford

Clancy Docwra

Thames Water

### Neighbourhood centres

Garston Park Parade

Goodwood Parade

Longspring

Station Area - Langley Rd/St Albans Rd

Buckingham Road

Bushey Arches

Vicarage Road

Whippendell Road East

Adeyfield

Apsley

Bennetts End

Boxmoor

Bovingdon

Maylands

Chaulden

Gadebridge

Grovehill

Highfield (Bellgate)

Highfield (The Heights)

Kings Langley

Leverstock Green

Nash Mills

Warners End

Harcourt Road (Bushey)

Bushey Hall Road (Bushey)

Elstree Village Centre

Aldenham Road

Bournehall Avenue

Bushey Mill Lane

Park Avenue

Battlers Green Drive

Verulamium Estate

### Main centres

Watford

Watford North

Abbots Langley

Chorleywood

Rickmansworth

South Oxhey

Hemel Hempstead

Hemel Hempstead Old Town

Radlett

Bushey

Bushey Heath

### Local centres

Croxley Green (Watford Road)

Croxley Green (New Road)

Mill End (Money Hill Parade)

2-8 Chalfont Road, Maple Cross

57-63 High Street, Bedmond

61-65 Station Road, Kings Langley

15 Bridge Road and 5 Old Mill Road, Hunton Bridge

17-22 School Mead, Abbots Langley

5-7a and Sherwood News, College Road, Abbots Langley

1-14 Katherine Place, Abbots Langley

Sarratt Post Office, The Green, Sarratt

41-55 and 295-309 Baldwins Lane, Croxley Green

193-197 Watford Road, Croxley Green

4-12 Scots Hill, 1-3 The Green and 1-4 New Parade, Croxley Green

1-11 Tudor Parade, Mill End / Berry Lane, Mill End

68-82 Church Lane, Mill End  
2-28 Main Avenue, Moor Park  
10-24 Hallowes Crescent, South Oxhey  
305-317 Prestwick Road, South Oxhey  
1-18 The Parade, Delta Gain, Carpenters Park  
18-48 Little Oxhey Lane, South Oxhey  
46-52 Heronsgate Road, Heronsgate  
2-4 Station Approach, Chorleywood  
Wyatts House and Shell Filling Station, Rickmansworth Road, Chorleywood  
The Brow  
Euston Avenue  
Leavesden Road  
Langley Way  
Orbital Crescent  
The Gossamers  
Tolpits Lane  
Tudor Avenue  
Villiers Road  
Horseshoe Lane  
Whippendell Road / Ascot Road  
St Johns Road  
St James Road  
Harwoods / Hagden Lane  
Haines Way  
Watford Fields  
North Approach  
Eastbury Road  
Woodhall Farm  
34-41a Abbey Avenue, St Albans  
23-39a Vesta Avenue, St Albans  
28-38 Abbots Avenue West, St Albans  
81-97 Old Watford Road, Bricket Wood  
95-127 Oakwood Road, Bricket Wood

19-27 Blackboy Wood, Bricket Wood

2a Tippendell Lane; 301-305, 337 & 192-204 Watford Road, Chiswell Green

2-30 How Wood

69-71, 68-76 & land south of 84 Park Street; 1-2 Park Street Lane, Park Street



## **A. Cycling interventions**

## **B. Walking Interventions**

## C. Prioritisation Tables



# Appendix A

# Cycling Interventions

# Watford Cycle Routes

# Potential Measures Introduction

## Contents

This document provides the following for each of the priority routes identified:





- Location plan, showing the route in the context of the wider network
- Summary plans of suggested interventions
- For cycling routes: overview of scheme and impact on Route Selection Tool (RST) assessment

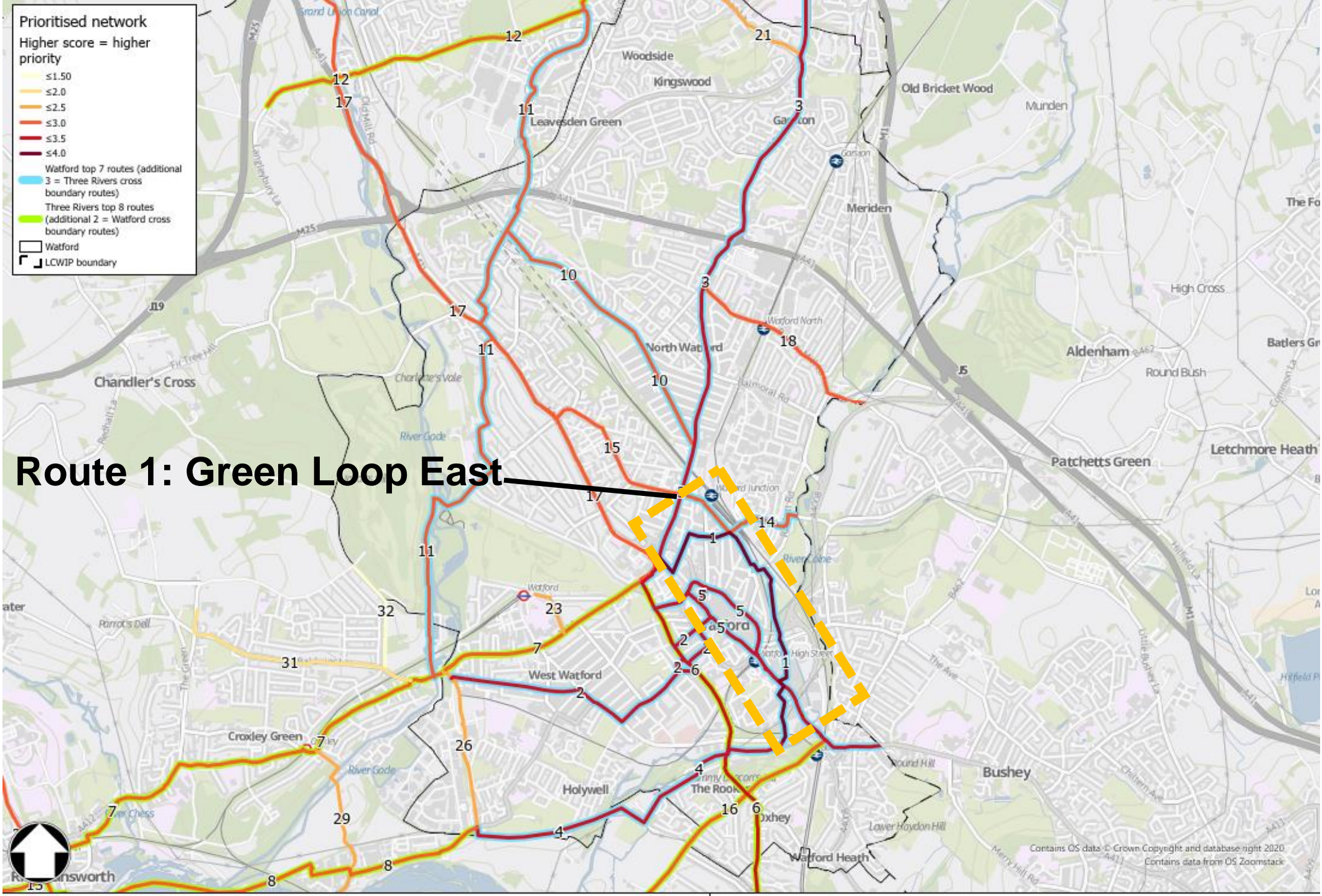
## Guide to plans

The maps on the following pages are intended to show high-level measures and indicative locations only.

All measures will be subject to further feasibility and safety assessment and public consultation.

Items are shown as follows:

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route





# Route 1: Green Loop East

Link to existing shared use facility & other cycle routes.

Improvement to public realm to increase 'place'. Continuation of treatment to Watford High Street (part of CWZ and cycle route 1). Reduce traffic speeds and separate cyclists from pedestrians

Improve crossing for pedestrians and cyclists – reduce crossing time and number of stages

Existing shared use. Improve wayfinding

- Point or junction location
- Route
- Potential alternative route
- Connecting route

# Route 1: Green Loop East

Provide a contraflow cycle lane as per HCC suggestion (with kerb if required based on further assessment of traffic flows). Retain existing traffic calming.

Link to Route 14

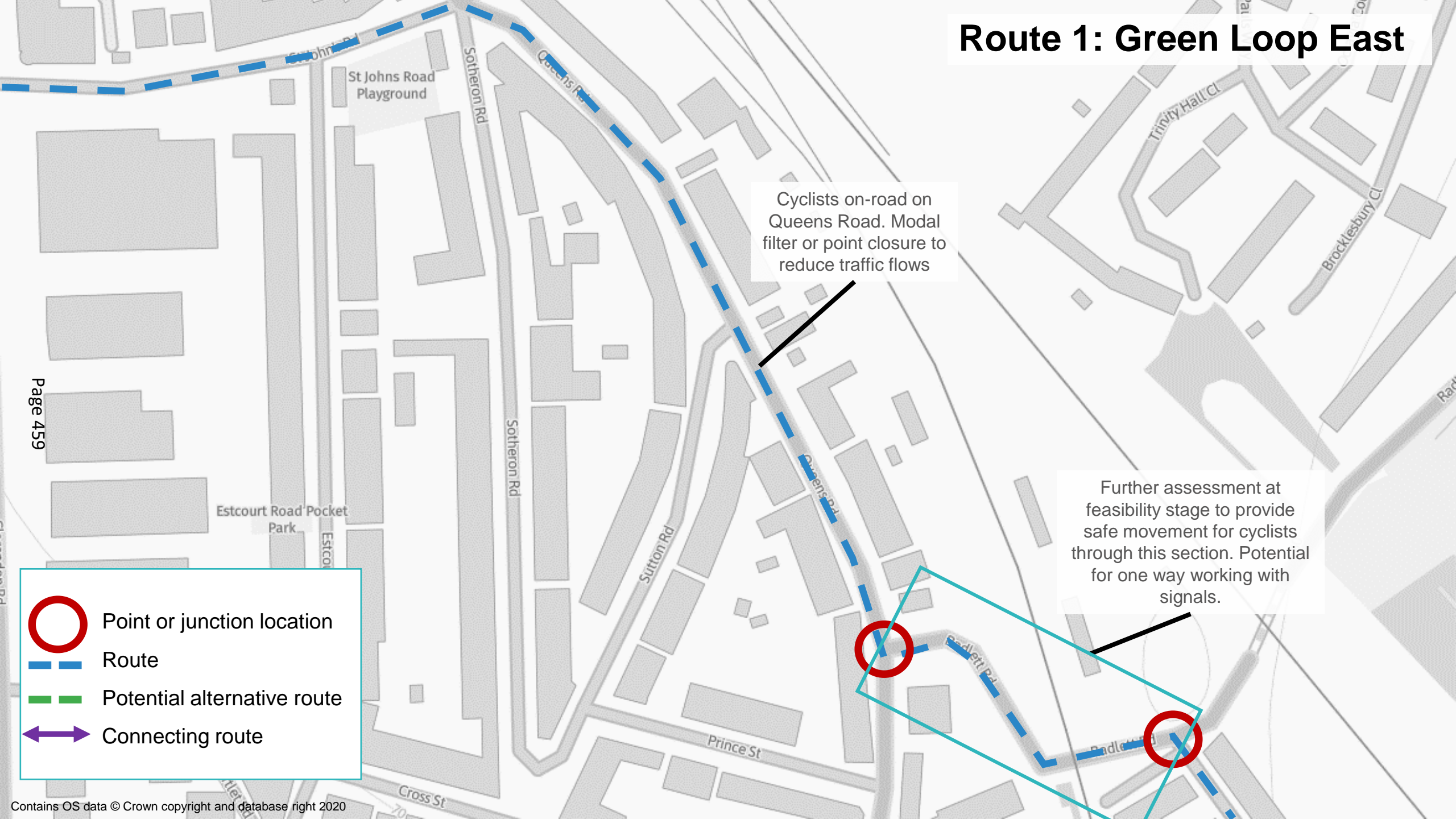
Existing speed limit 30mph. Reduce to 20mph

Improve junction for cyclists – dedicated cycle stage at signals

End of contraflow lane. Improve junction for cyclists – dedicated cycle stage at signals.





- Point or junction location
- Route
- Potential alternative route
- Connecting route

# Route 1: Green Loop East



Cyclists on-road on Queens Road. Modal filter or point closure to reduce traffic flows

Further assessment at feasibility stage to provide safe movement for cyclists through this section. Potential for one way working with signals.

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

# Route 1: Green Loop East

St John's C of E Primary School

Prioritise movement between Ebury Road and Shaftesbury Road

Provide barrier free access to the park for pedestrians and cyclists

Retain existing shared use facility. Pinch points should be addressed - 3m minimum width

- Point or junction location
- Route
- Potential alternative route
- Connecting route

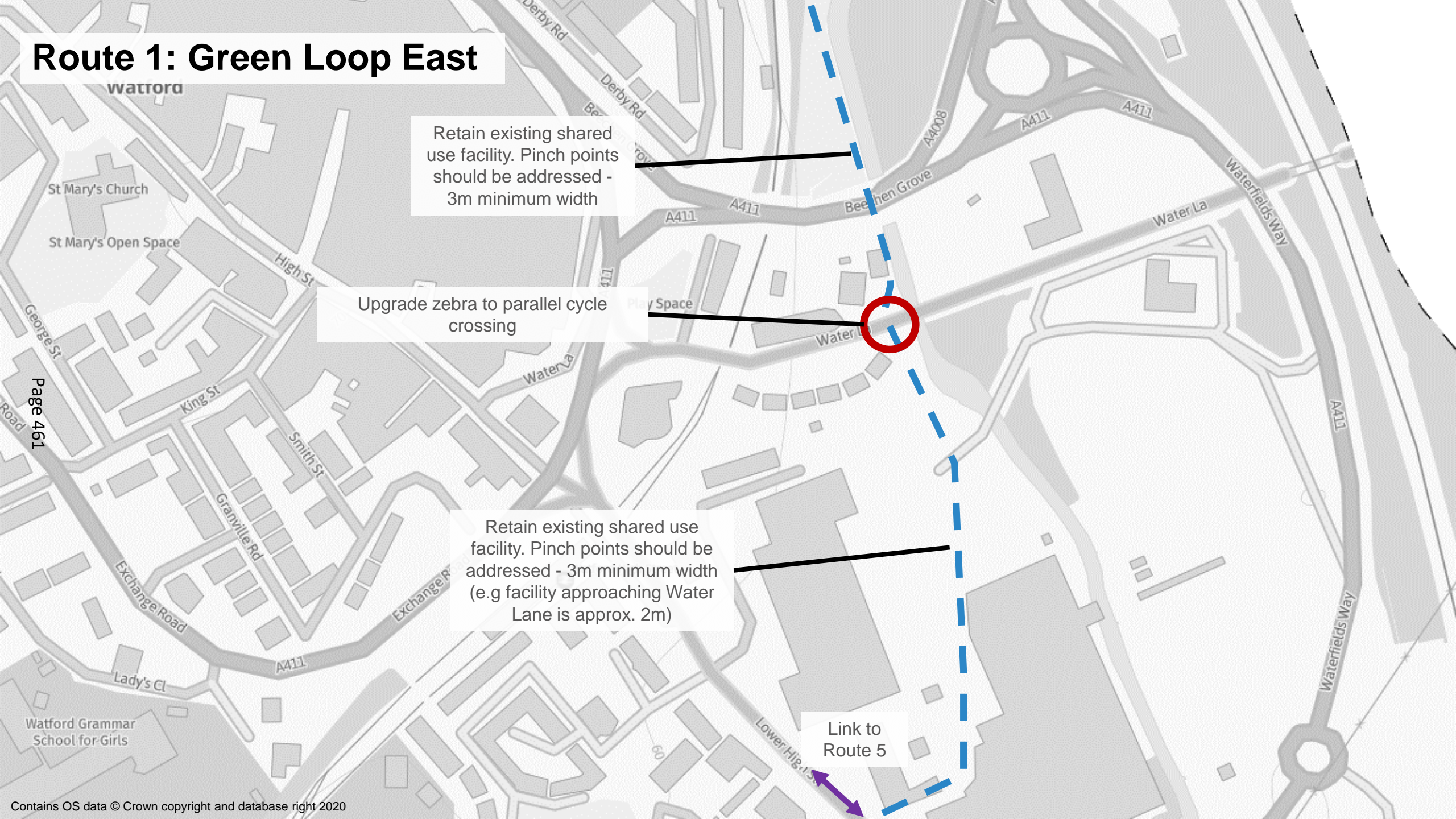
# Route 1: Green Loop East

Retain existing shared use facility. Pinch points should be addressed - 3m minimum width

Upgrade zebra to parallel cycle crossing

Retain existing shared use facility. Pinch points should be addressed - 3m minimum width (e.g facility approaching Water Lane is approx. 2m)

Link to Route 5



# Route 1: Green Loop East

Watford Fields  
Recreation Ground  
Playground

Watford Fields  
Recreation Ground

Field Junior School

Retain existing shared use. CCTV  
would improve safety of facility

Retain existing shared use and toucan  
crossing. Remove guardrail & widen  
to 3m

Cyclists on carriageway.  
Existing speed limit 30mph –  
reduce to 20mph

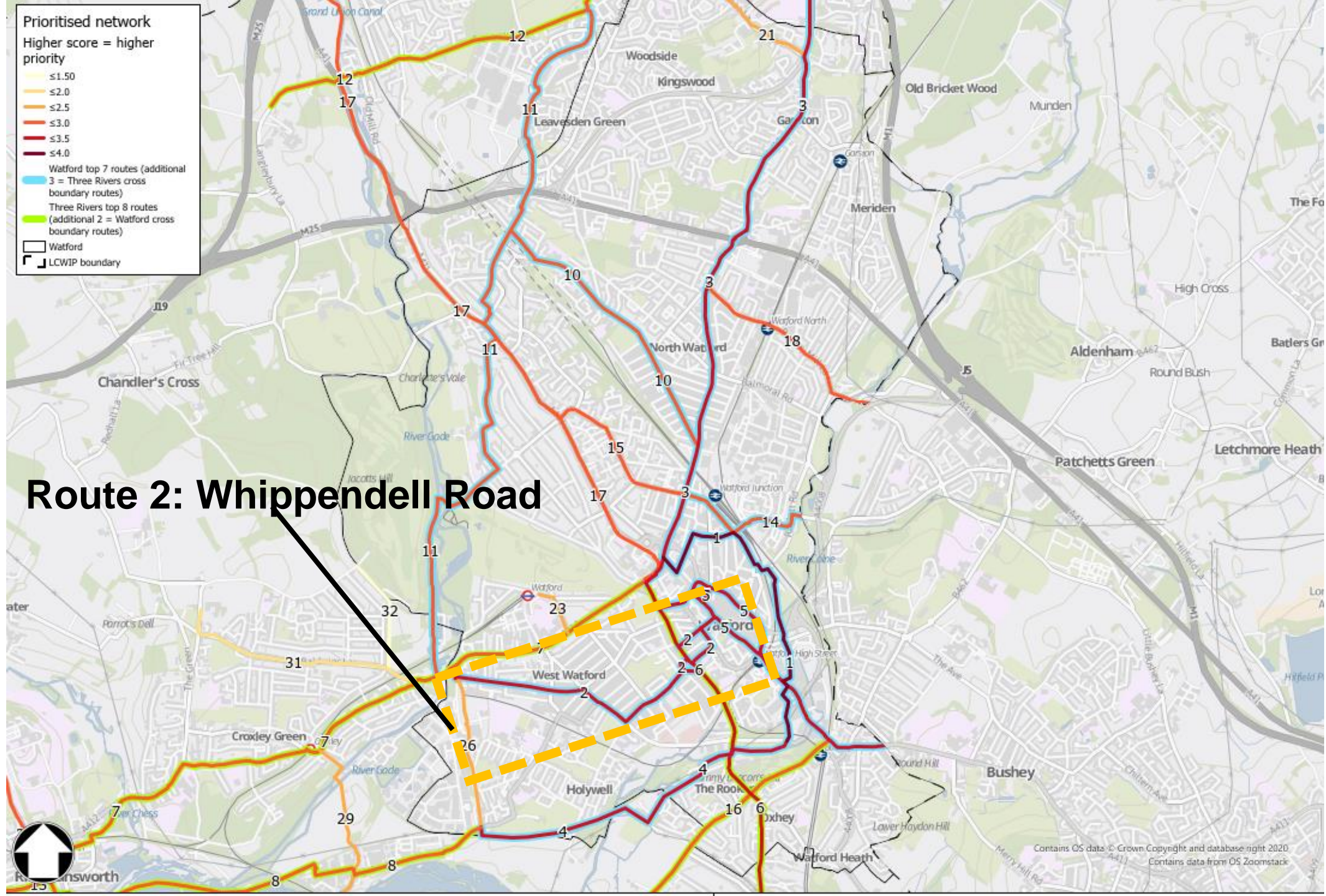
Improve existing shared use. Remove guardrail  
and improve separation with distinguishable  
different surface types. Facility should be 4m  
minimum width

Improve existing crossing  
point – provide single  
stage Toucan crossing as  
high speeds from A411

Improve existing crossing  
point – provide single  
stage Toucan crossing

Link to  
Route 4

- Point or junction location
- Route
- Potential alternative route
- ↔ Connecting route



# Route 2: Whippendell Road

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Carriageway width approx. 7m. Existing one-way westbound for traffic. Subject to clarification on traffic flows, provide 2m contraflow lane on the inside of parking. Parking restricted to one side of carriageway

Link to Route 6 – proposals suggest an alternative alignment for route

Improve junction for cyclists – safe right turn facility





Cycle priority through junction – dedicated cycle signal stage

Route 2 continued

- Point or junction location
- Route
- Potential alternative route
- Connecting route



# Route 2: Whippendell Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

Route 2 continued

Improve junction for cyclists – dedicated cycle stage at signals

Existing modal filter at junction with Exchange Road. Cyclists on carriageway






Retain existing shared use on western side. Improve provision with distinguishable different surface types for users. Facility should be 4m minimum width

Link to Route 6 – proposals suggest an alternative alignment for route

Alternative quiet route suggested due to width constraints on this section of Vicarage Road

Widen path and provide shared use section

# Route 2: Whippendell Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Public realm improvements

Walking and cycling improvements (key walking route 2). Shared use on northern footway – 4m minimum width. Road width approx. 12m. Footway on southern side minimum of 2m





Remove guardrail. Upgrade to Toucan crossings

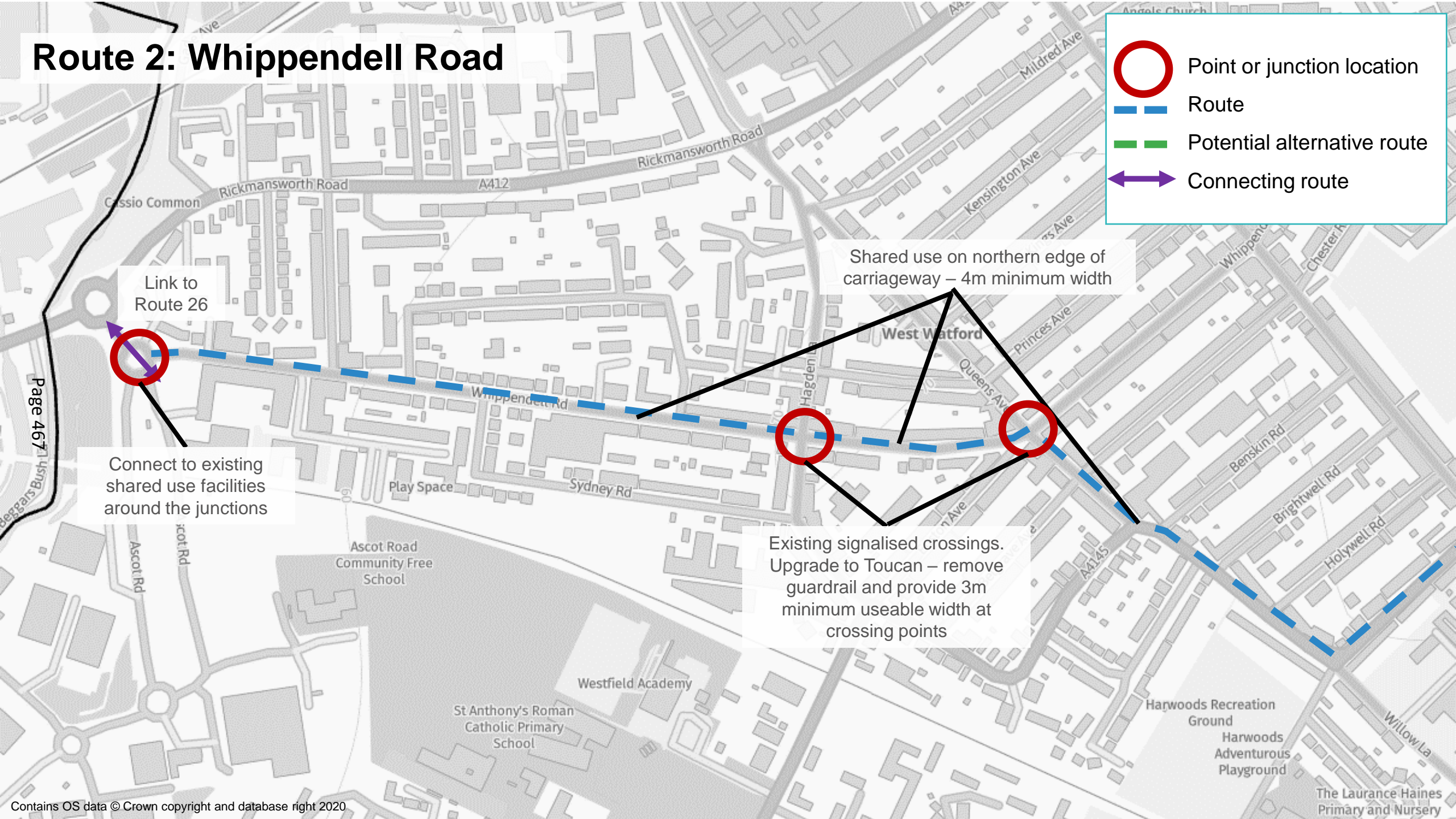
Permit cycling through pedestrian area

Public realm improvements outside stadium – resurfacing and remove parking

Provide toucan crossings on all arms

# Route 2: Whippendell Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route



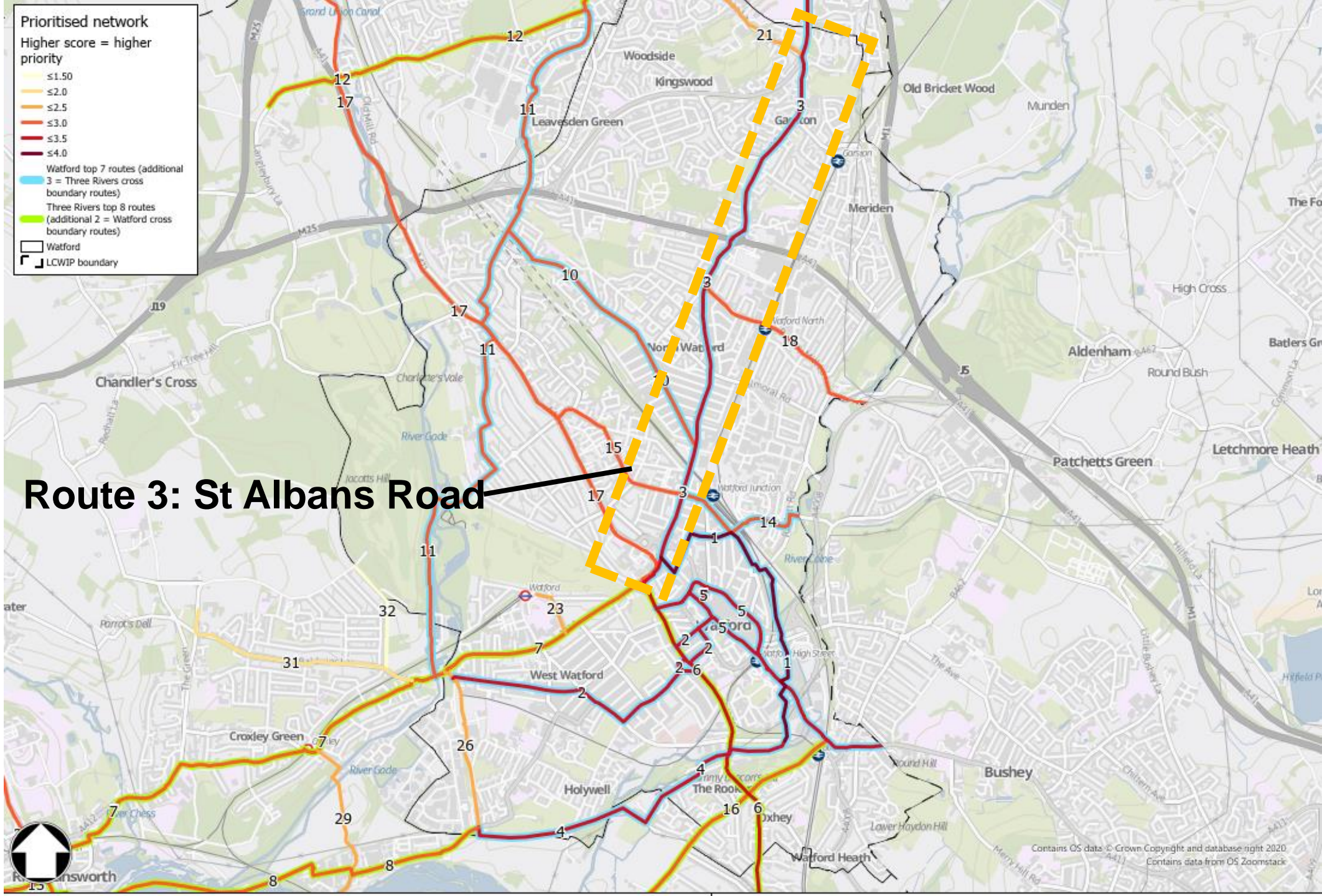
Link to Route 26

Connect to existing shared use facilities around the junctions

Shared use on northern edge of carriageway – 4m minimum width

Existing signalised crossings. Upgrade to Toucan – remove guardrail and provide 3m minimum useable width at crossing points

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# Route 3. St Albans Road

Link to Route 14

Cycle priority through junction – dedicated cycle stage at signals.

Kerb separated cycle lanes on both sides of the carriageway. Bus stop bypasses where required

Existing shared use route around the roundabout. Provide a more direct route across roundabout as a continuation of the improved separated shared use facility using verges on slip lanes. Potentially signalise junction.

Link to Route 17

Existing separated shared use on northern edge of carriageway. Improve existing separation with distinguishable difference in surface types

Link to Route 1. Remove cyclists dismount signs at subway ramp

Link to Route 7

Link to Route 6

- Point or junction location
- Route
- Potential alternative route
- Connecting route

# Route 3. St Albans Road

Existing shared use north of Balmoral Lane. Continue separated cycle lanes and convert shared use path to footpath. Provide separated cycle lanes on the inside of parking where existing, kerb separated where there is no parking.

Cycle priority through junction – dedicated cycle stage at signals.





Pinch point section - Local centre has narrowed carriageway and recent footway improvements

Link to Route 10





Some existing on carriageway cycle lanes. Provide separated cycle lanes on the inside of parking where existing, kerb separated where there is no parking. Remove guardrail and central island

Cycle priority through junction – dedicated cycle stage at signals

Link to Route 14

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

# Route 3. St Albans Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

Existing on-road cycle lanes. Provide kerbed separation with bus stop bypasses where required

Improve junction for cyclists – provide a dedicated cycle stage at signals

Cycle priority through junction – dedicated cycle phase at signals

Link to Route 18

Existing shared use north of Balmoral Lane. Continue separated cycle provision and convert shared use path to footpath. Provide separated cycle lanes on the inside of parking where existing, kerb separated where there is no parking.

# Route 3. St Albans Road

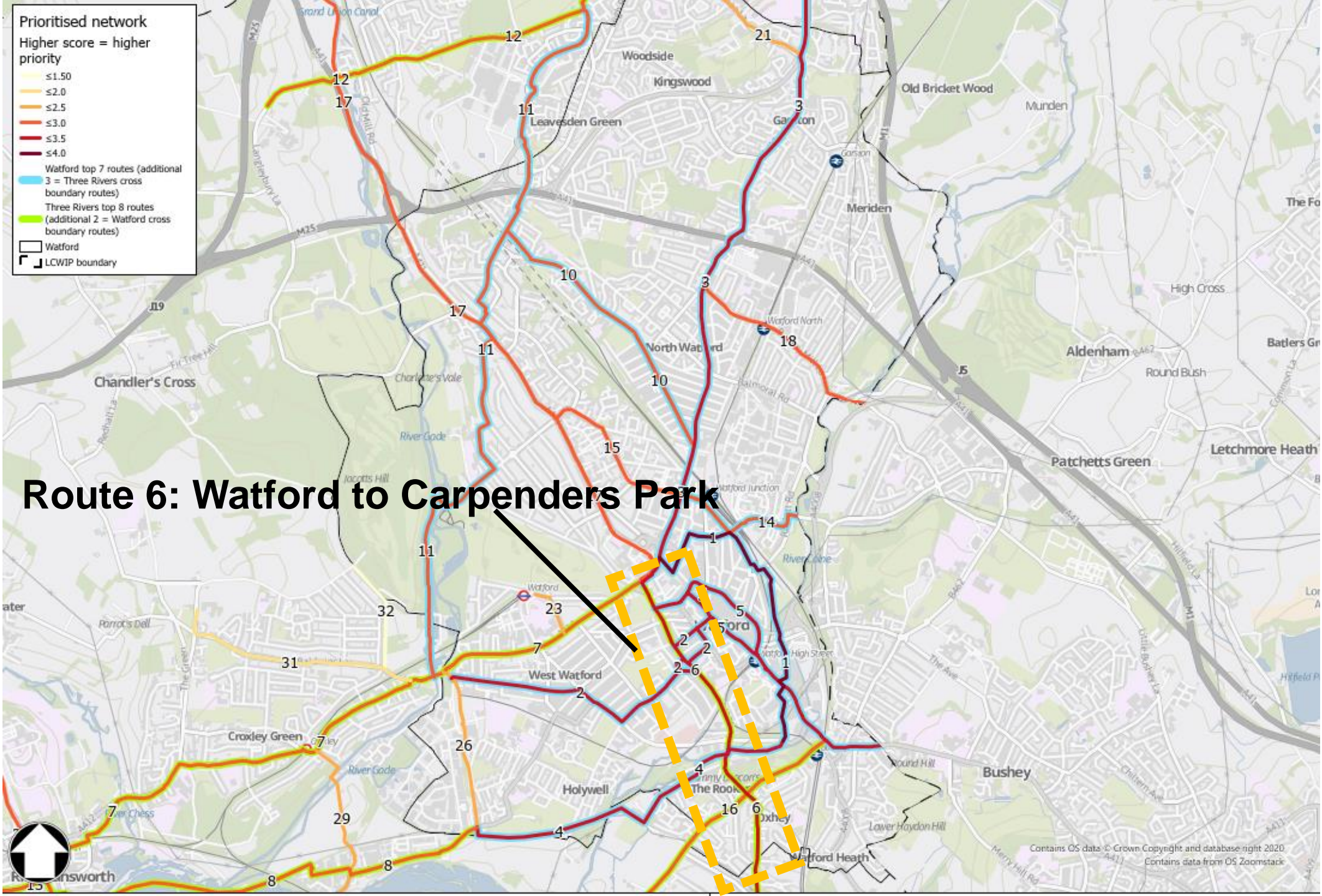
End facility at M1J6 junction and join with existing shared use. Ensure shared use is to standard and provide signalised toucan/Pegasus crossings at M1 J6 – some arms have provision already

Existing shared use should be retained. Longer term - continue kerb separated cycle lanes with bus stop bypasses where required





Cycle priority through junction – dedicated cycle stage at signals.

- Point or junction location
- Route
- Potential alternative route
- Connecting route





# Route 6. Watford to Carpenders Park

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

Link to Route 7

Link to Route 3

Existing shared use route to cross Rickmansworth Road. Continue shared use facility on western edge of the carriageway with a two-way cycle facility distinguished on shared use facility. Minimum width 5m

Currently 20mph speed limit with speed humps. Existing left turn only with no entrance at junction with the Hornets. Make one-way southbound

Junction improvements for cyclists

Link to Route 2

Link to Route 2

Widen existing footway and provide separated shared use through junction with distinguishable surface types

Width constraints on Cassio Road – approx. 10m. Alternative route on Addiscombe Road.

Currently one-way southbound and subject to 30mph speed limit. Make cycling two-way, provide flat top speed humps and reduce speed to 20mph

# Route 6. Watford to Carpenders Park

- Point or junction location
- Route
- - - Potential alternative route
- ↔ Connecting route

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Width constraints – approx. 11m. Alternative route on St James Road

Currently one-way southbound and subject to 30mph speed limit. Make cycling two-way, provide flat top speed humps and reduce speed to 20mph

Link to Route 2





Widen existing footway and provide separated shared use through junction with distinguishable surface types

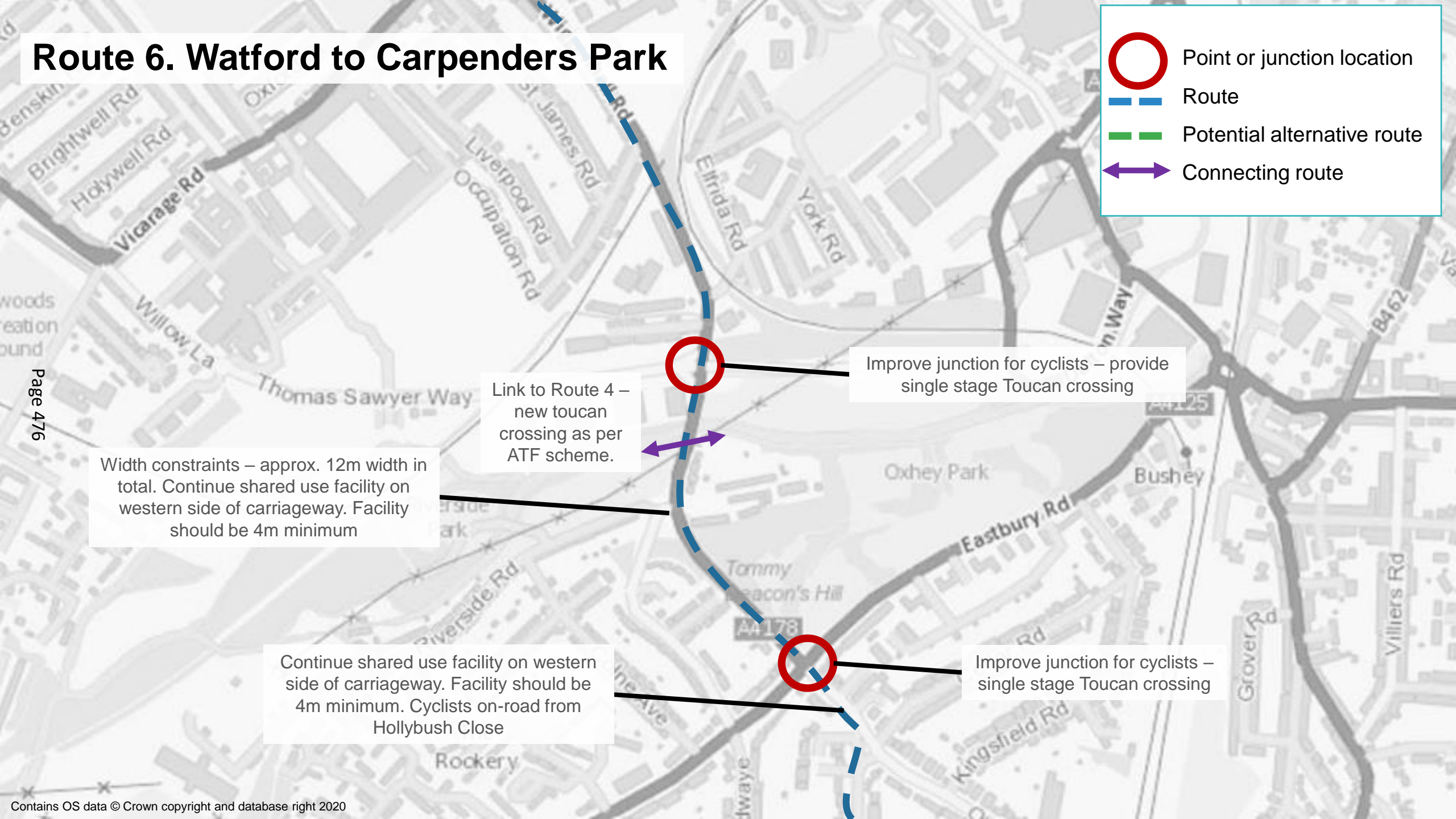
Improve junction for cyclists – toucan to access shared use facility

Constrained width on carriageway (approx. 11.5m total width). Separated shared use facility on western side of carriageway – 4m minimum width. Consistent with EATF scheme

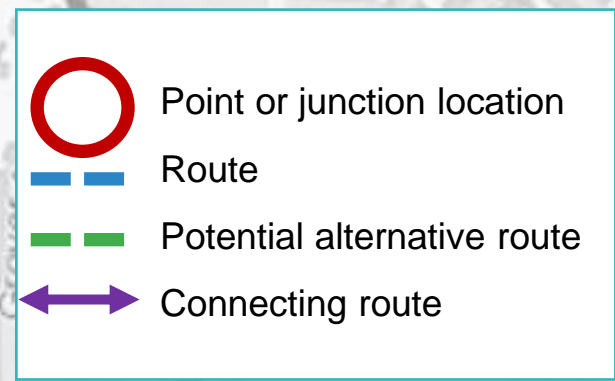
Improve junction for cyclists – provide single stage Toucan crossing

# Route 6. Watford to Carpenders Park

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route



# Route 6. Watford to Carpenders Park



- Point or junction location
- Route
- Potential alternative route
- Connecting route

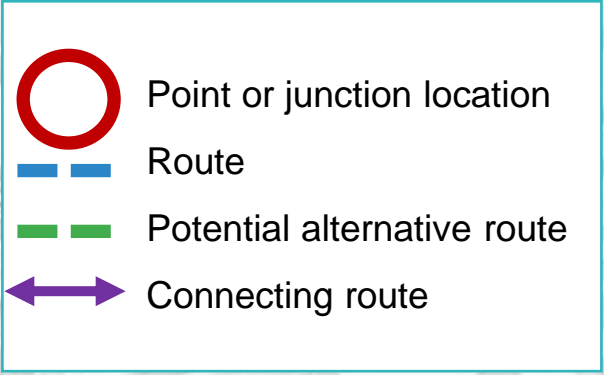
End shared use facility at existing link to Hollybush Close. On-road from Hollybush Close





Existing 20mph speed limit and traffic calming. Provide point closure or modal filter to reduce through traffic and make on-road cycling suitable. Stepped tracks must be provided if traffic flows are not reduced

Three Rivers Route Improvements TBC

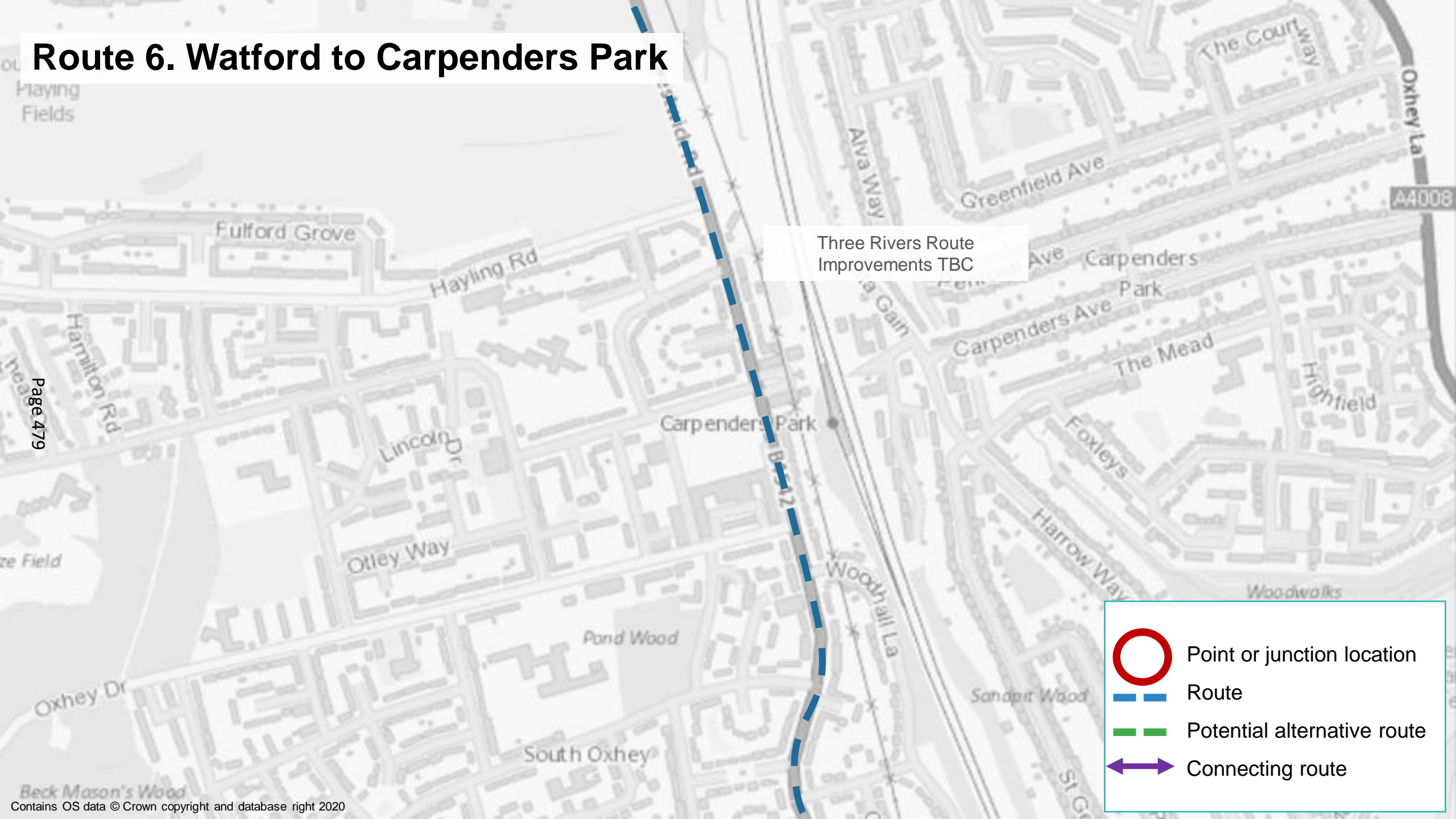
# Route 6. Watford to Carpenders Park

Three Rivers Route Improvements TBC







-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

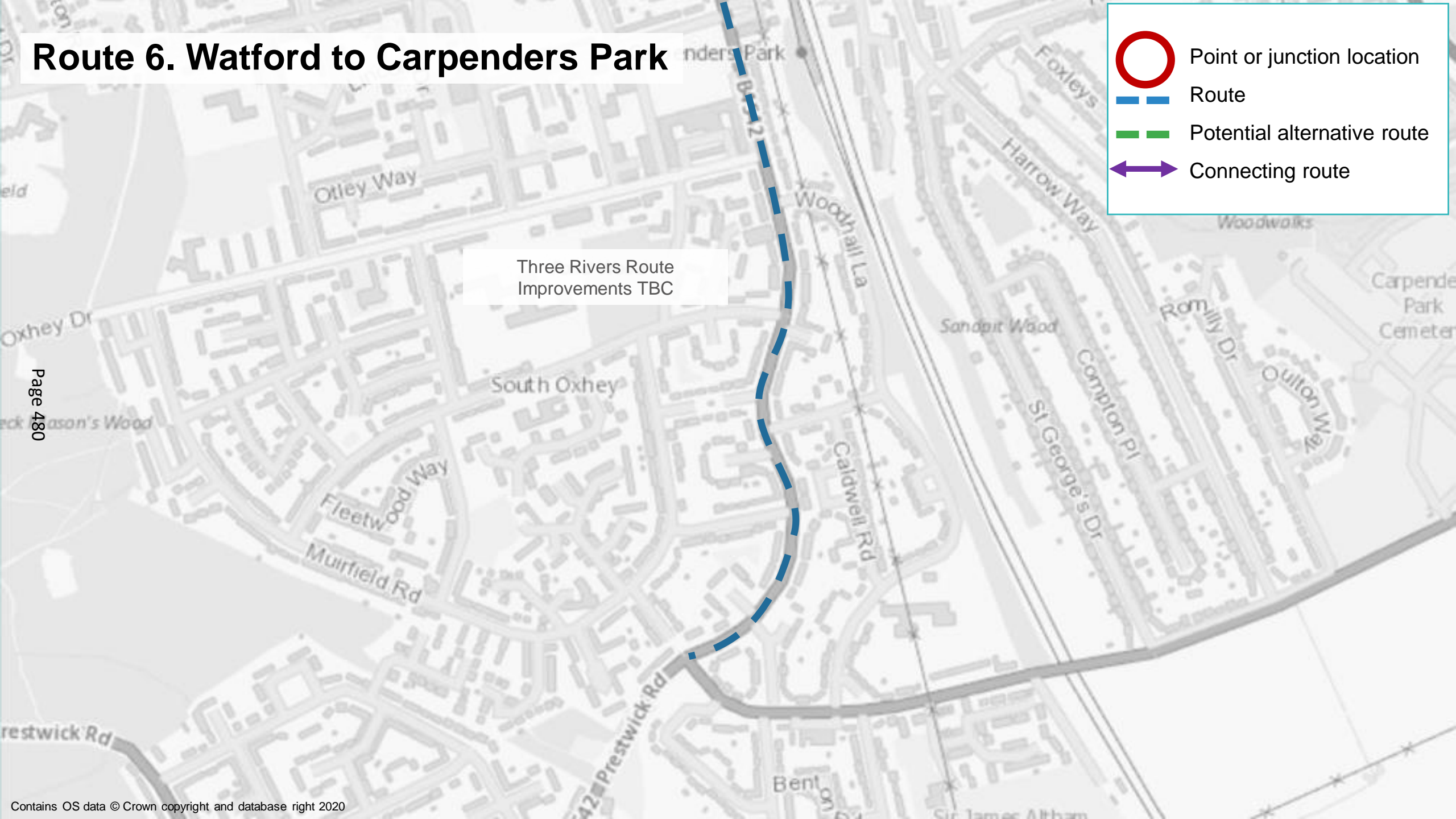
# Route 6. Watford to Carpenders Park



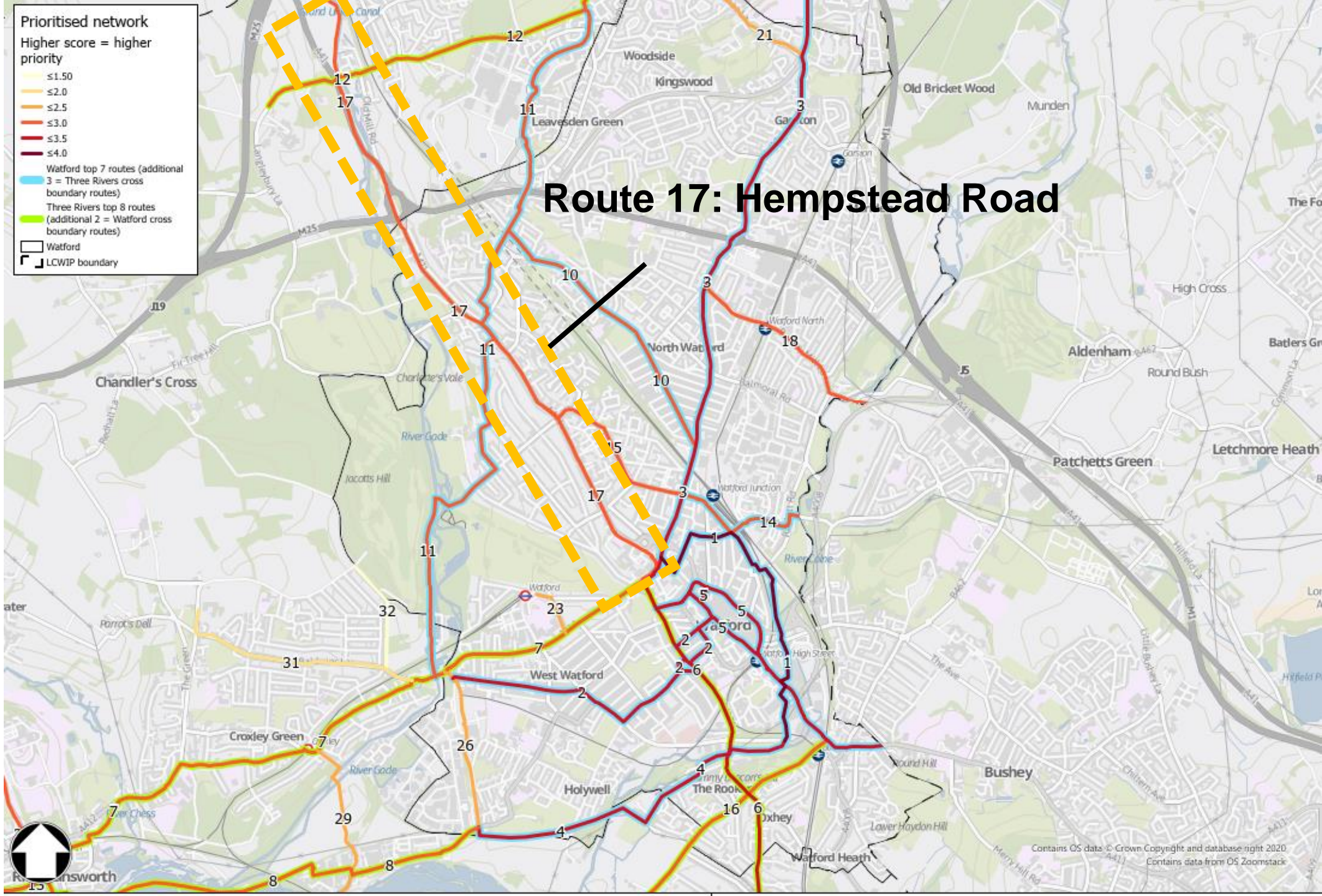
# Route 6. Watford to Carpenders Park

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

Three Rivers Route Improvements TBC







# Route 17: Hempstead Road

Stepped cycle tracks – number of driveways along this section to be considered.

Cycle priority through junction – dedicated cycle signal stage, align with Stratford Way junction proposal

Upgrade existing crossing to single stage Toucan – providing access to cycle tracks





Link to Route 3

Existing pedestrian and cycle connection

Legend for Route 17: Hempstead Road map:

- Red circle: Point or junction location
- Blue dashed line: Route
- Green dashed line: Potential alternative route
- Purple double-headed arrow: Connecting route

# Route 17: Hempstead Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

Stepped cycle tracks – number of driveways along this section to be considered

Cycle priority through junction – dedicated cycle signal stage, align with Stratford Way junction proposal

# Route 17: Hempstead Road

Stepped cycle tracks – number of driveways along this section to be considered

Cycle priority through junction – dedicated cycle signal stage

- Point or junction location
- Route
- Potential alternative route
- ↔ Connecting route

# Route 17: Hempstead Road

Stepped cycle tracks – number of driveways along this section to be considered

- Point or junction location
- Route
- Potential alternative route
- ↔ Connecting route

# Route 17: Hempstead Road





Three Rivers Route Improvements TBC

Cross cyclists from eastern side to access facility

Stepped cycle tracks – number of driveways along this section to be considered





- Point or junction location
- Route
- Potential alternative route
- ↔ Connecting route

# Route 17: Hempstead Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route



# Route 17: Hempstead Road





-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

Three Rivers Route Improvements TBC

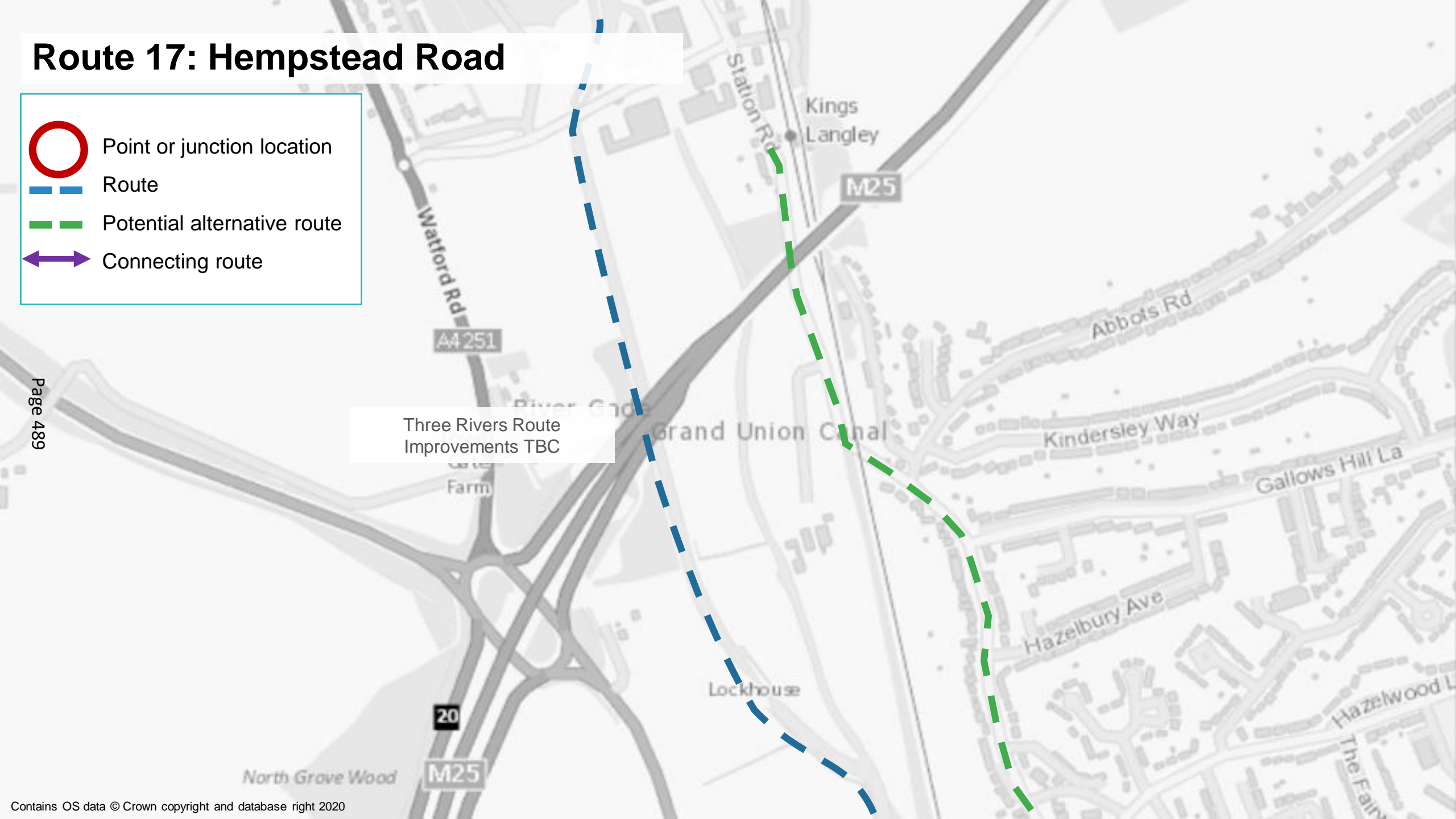




# Route 17: Hempstead Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route

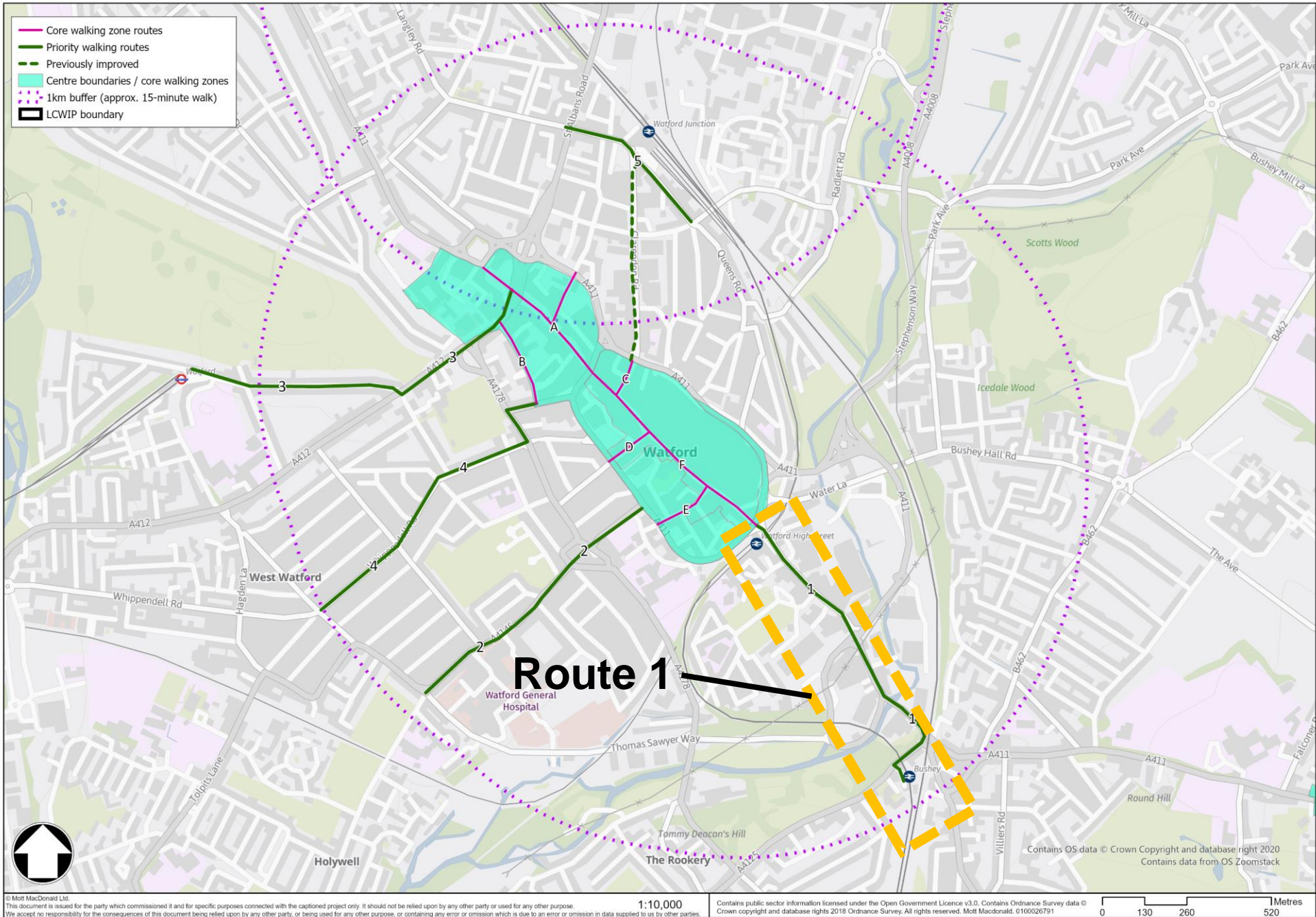
Three Rivers Route Improvements TBC







# Appendix B

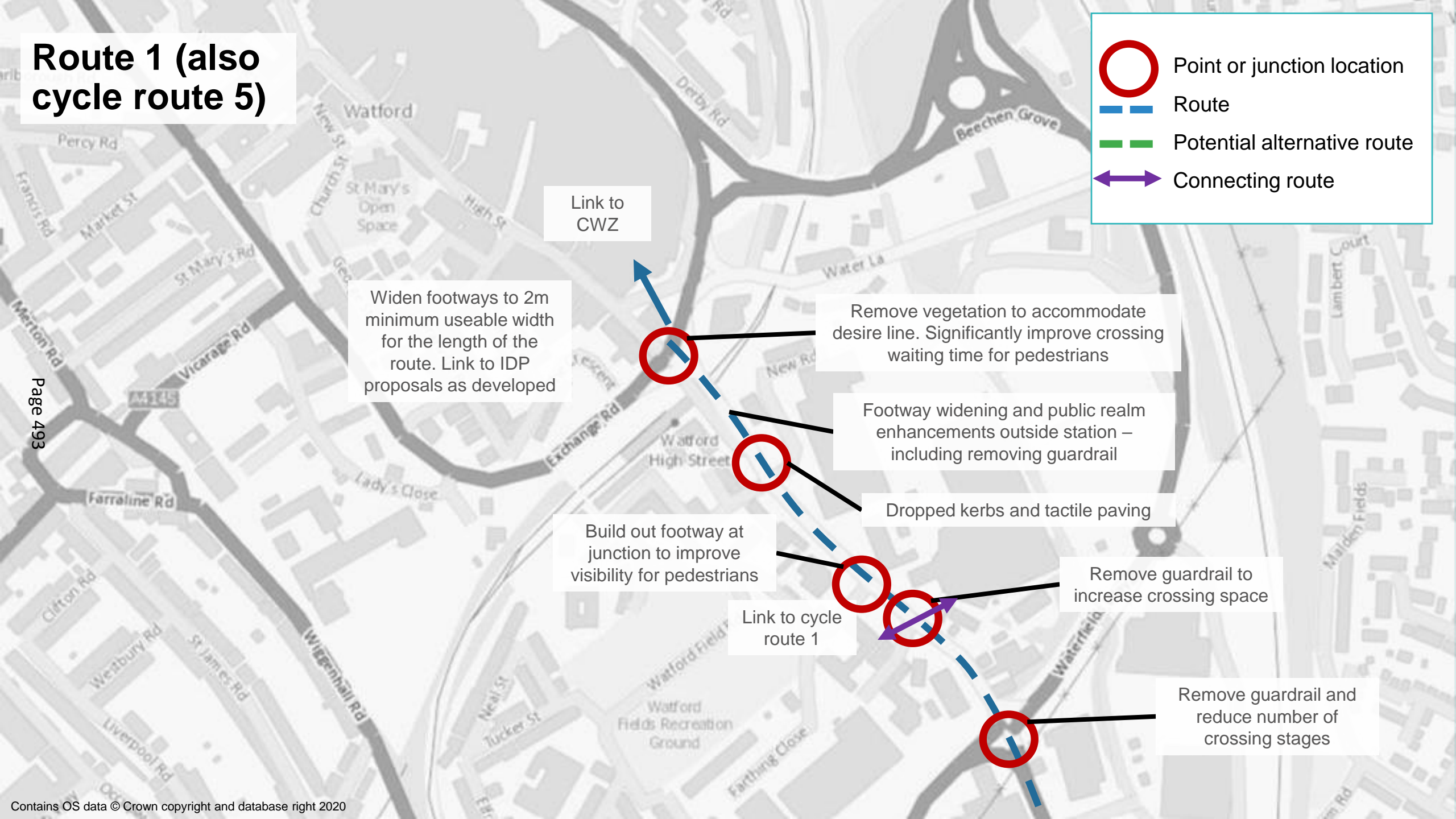
## Walking Interventions

# Watford Walking Routes



# Route 1 (also cycle route 5)

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route



Link to CWZ

Widen footways to 2m minimum useable width for the length of the route. Link to IDP proposals as developed

Remove vegetation to accommodate desire line. Significantly improve crossing waiting time for pedestrians

Footway widening and public realm enhancements outside station – including removing guardrail

Dropped kerbs and tactile paving

Build out footway at junction to improve visibility for pedestrians

Remove guardrail to increase crossing space

Link to cycle route 1

Remove guardrail and reduce number of crossing stages

# Route 1 (also cycle route 5)

Introduce signalised single-stage pedestrian crossing

Remove guardrail and reduce number of crossing stages

Improve pedestrian crossing facilities at Lidl & B&Q entrance

Improve footway surface and widen

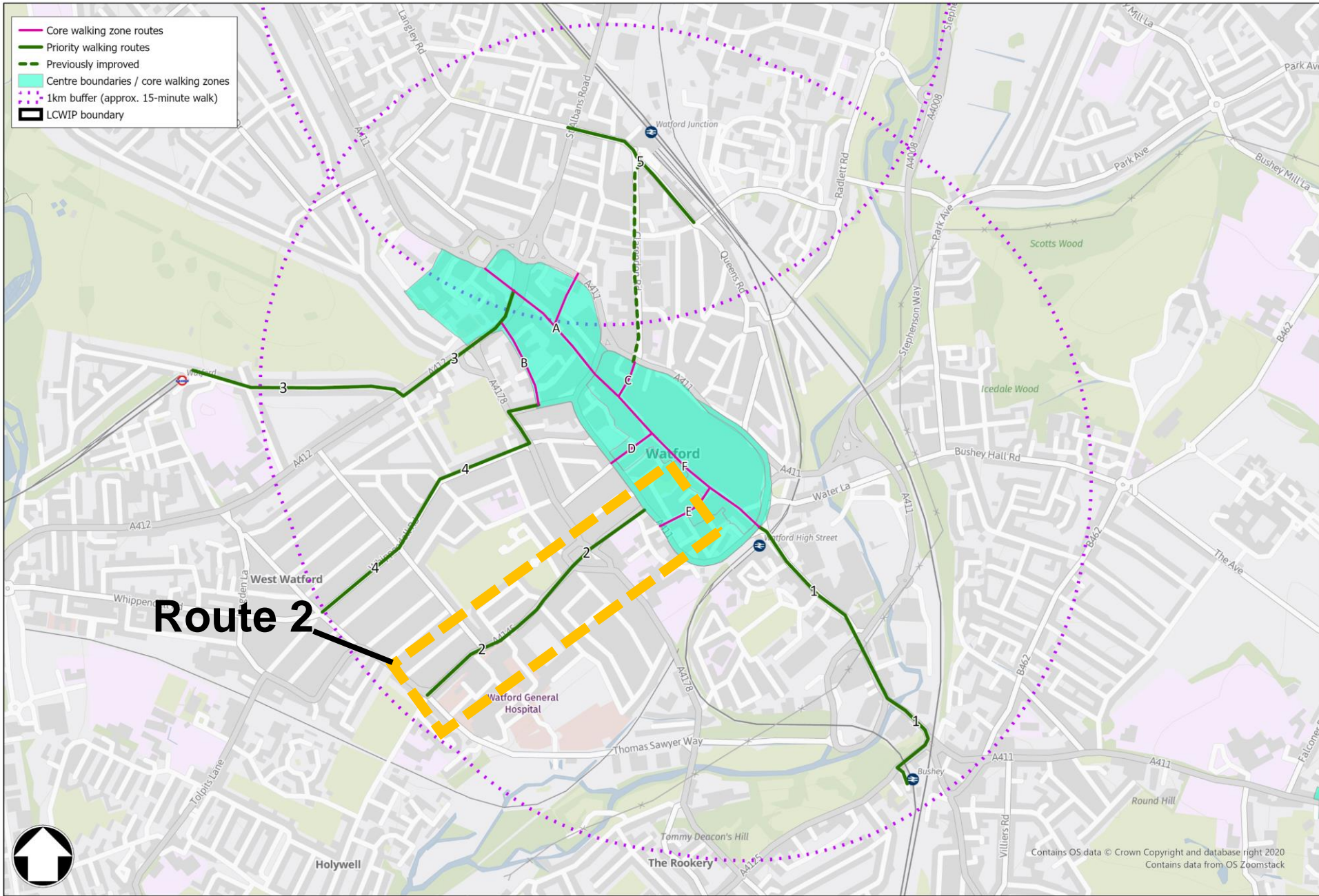
Remove white line segregation

Improve pedestrian environment - remove guardrail and provide single phase crossings







Footway widening to 2m minimum useable width

Improve public realm at the rear of the station including widening footways

- Point or junction location
- Route
- Potential alternative route
- ↔ Connecting route



# Route 2

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route
-  Public realm improvements

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Cycle route 2

Continuous footway over Ladys Close

Provide at-grade crossing and link to George Street

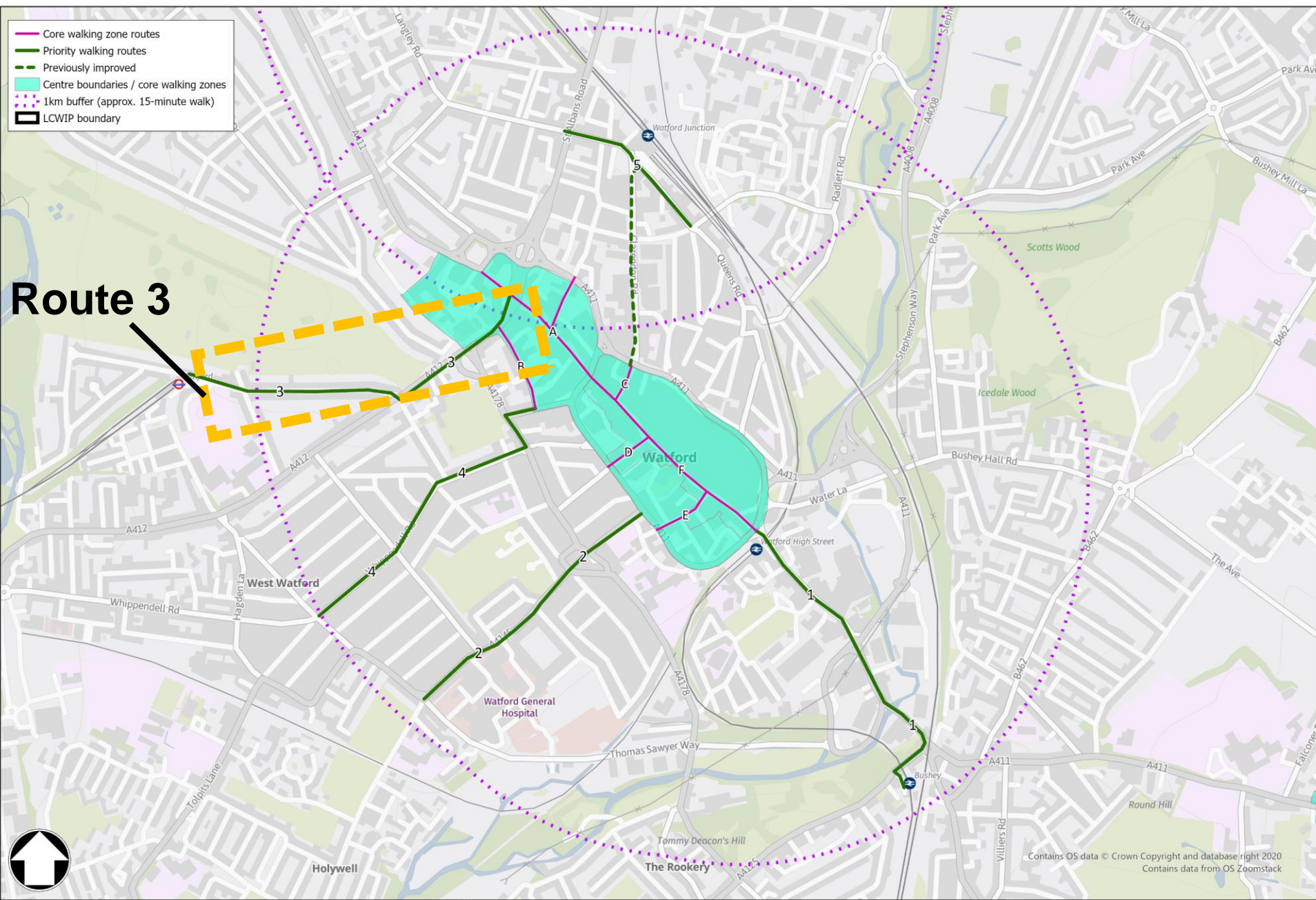
Remove guardrail – reduce pedestrian wait time & increase green man time. Tactile paving on all crossing points

Walking and cycling improvements (key walking route 2). Shared use on northern footway – 4m minimum width. Public realm improvements outside stadium and hospital including surfacing improvements and removing parking outside stadium. Footway on southern side minimum of 2m for entire route

Provide toucan crossings on all arms






Address footway parking along route – affects available width significantly





# Route 3

# Route 3

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route

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Public realm improvements outside station including junction with Metropolitan Station Approach

Dropped kerbs and tactile paving – continuous footway over northern access road

Increase footway widths to create 2m minimum usable width for entire route

Improve crossing for pedestrians over Cassiobury Park Avenue – 2m width on refuge and footways. Realign existing pedestrian crossing over Rickmansworth Road to make route more direct. Remove guardrail

Link to CWZ

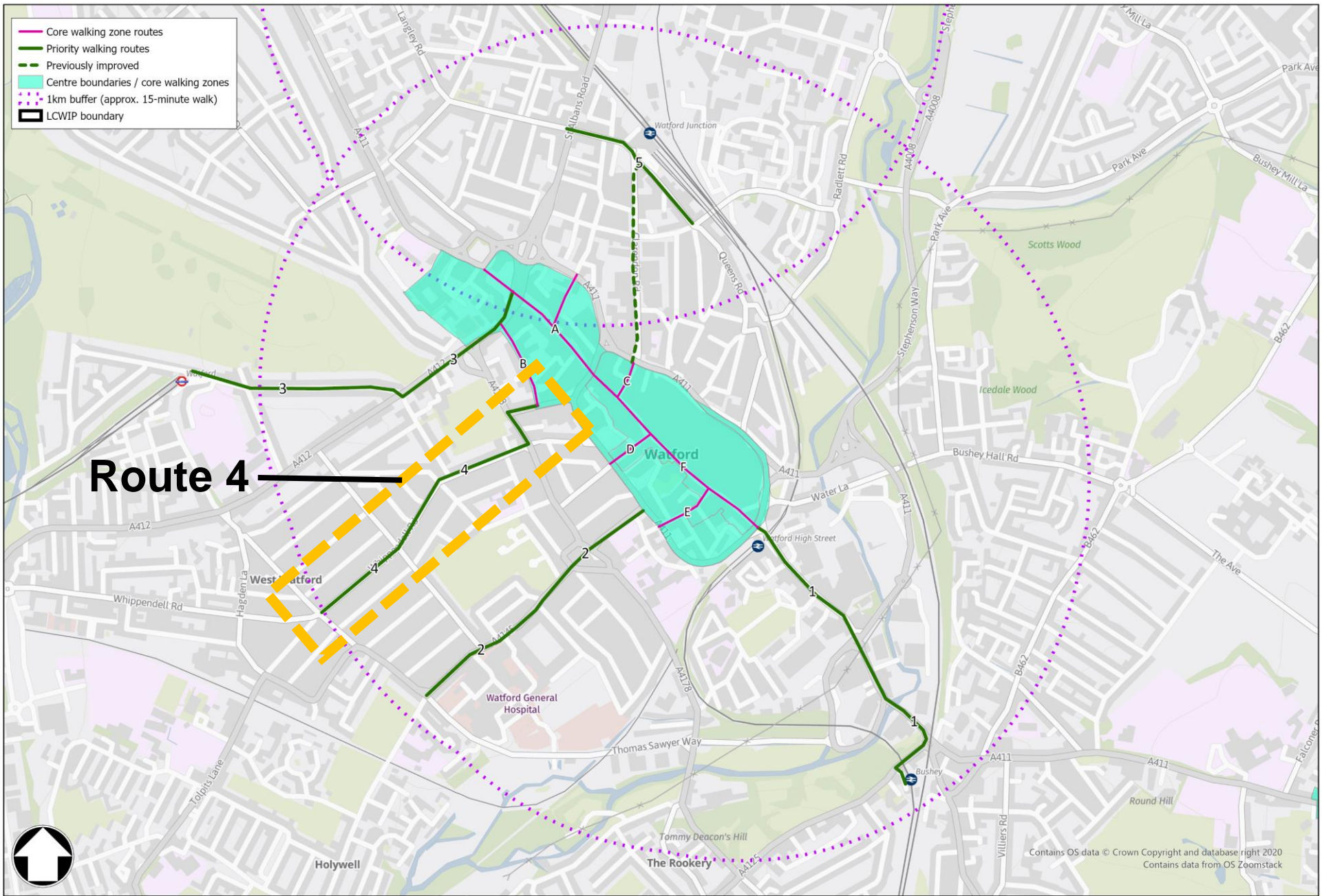
Improve visibility for pedestrians over Cassio Road– build out junction

Cycle route 23






Cycle route 7

Cycle route 6

Cycle route 17



# Route 4

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route

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Improve junction for pedestrians – tighten radii, provide 2m refuges

Widen footways to 2m minimum

Cycle route 5

Widen & maintain footways. Parking enforcement

Single stage crossing points. Build out crossings to increase available space & visibility. Remove guardrail

Cycle route 6

2m minimum width footways for length of the route – address pinch points






Single stage pedestrian crossing on all arms with improved green man time

Cycle route 2

Cycle route 2

Address footway parking along route – affects available width significantly

# Route 4

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route

Continuous footway

Link to High Street

Replace existing connection to High Street on northern edge of the carriageway with a gentle ramp similar to the facility on the western edge of the carriageway

Provide signalled pedestrian crossing. Reduce carriageway to a minimum to slow traffic and reduce crossing distance – including removing parking bay at the junction

Cycle route 5

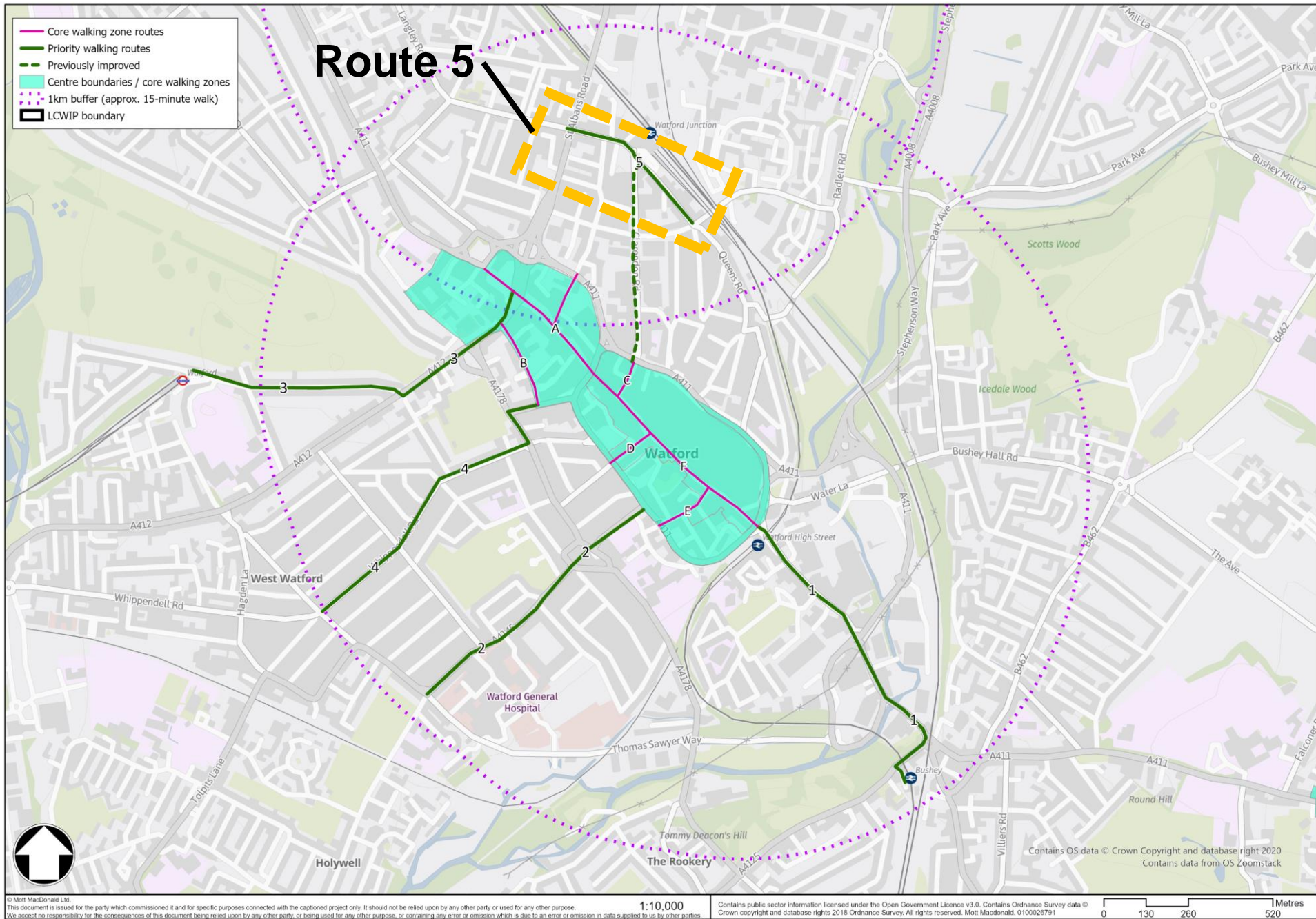
Widen & maintain footways. Parking enforcement

Improve junction for pedestrians – tighten radii, provide 2m refuges






Proposed single stage crossing at existing staggered crossing. Build out crossings to increase available space & visibility. Remove guardrail

Cycle route 6

Address footway parking along route – affects available width significantly



# Route 5

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route

Improve junction for pedestrians. Single stage crossing points and remove guardrail

Continuous footway over side roads

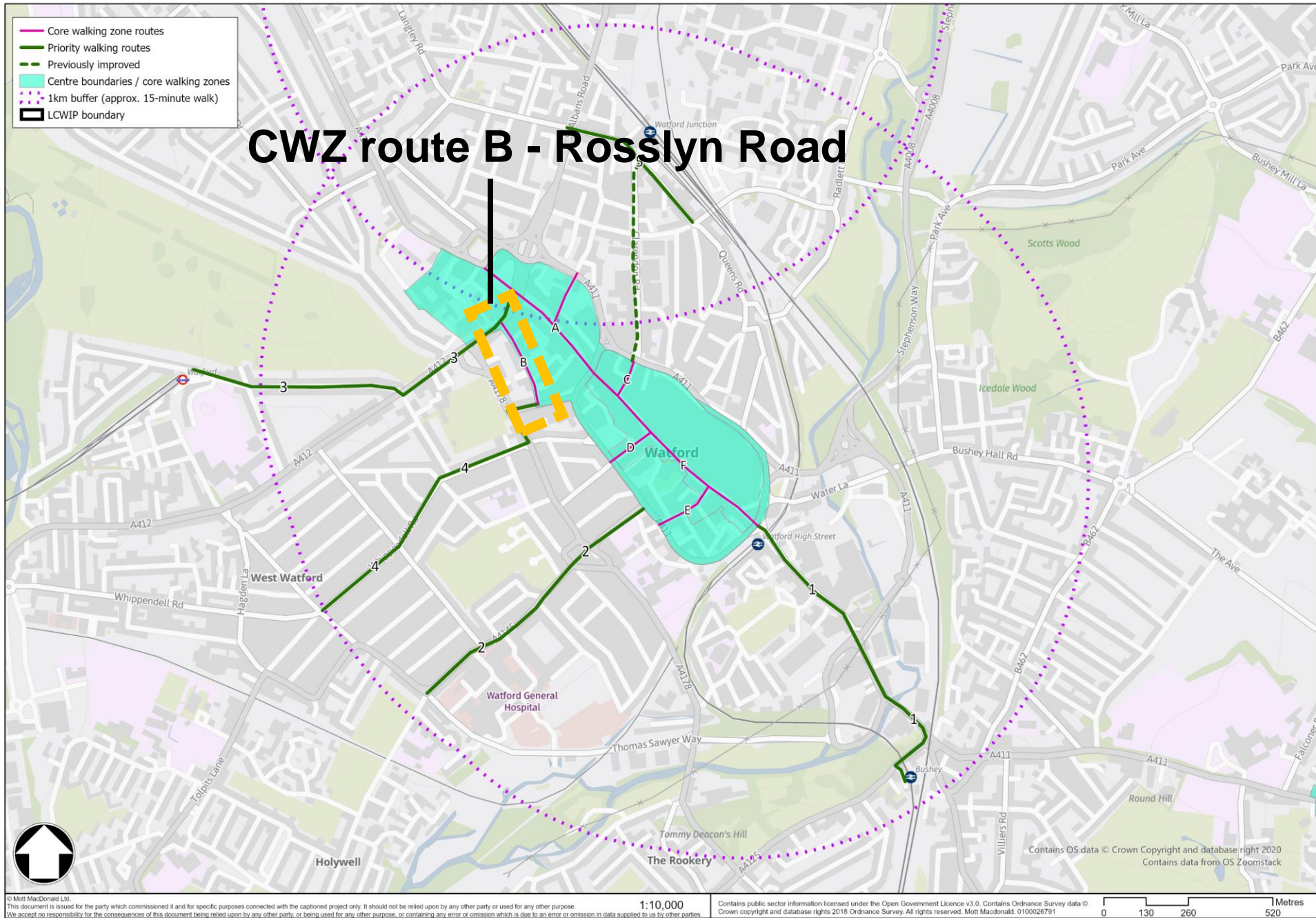
Continuous footway across all side roads on route

Proposed parking bays completely on road

Review newly improved public realm – could remove guardrail. Add additional cycle stands. Maintain footways and zebra crossings






Widen footways or remove street furniture so widths are 1.5m minimum (2m if possible) in all locations. Resurface footways

Signalised pedestrian crossing stage added to existing traffic signal junction.





# CWZ route B– Rosslyn Road

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route

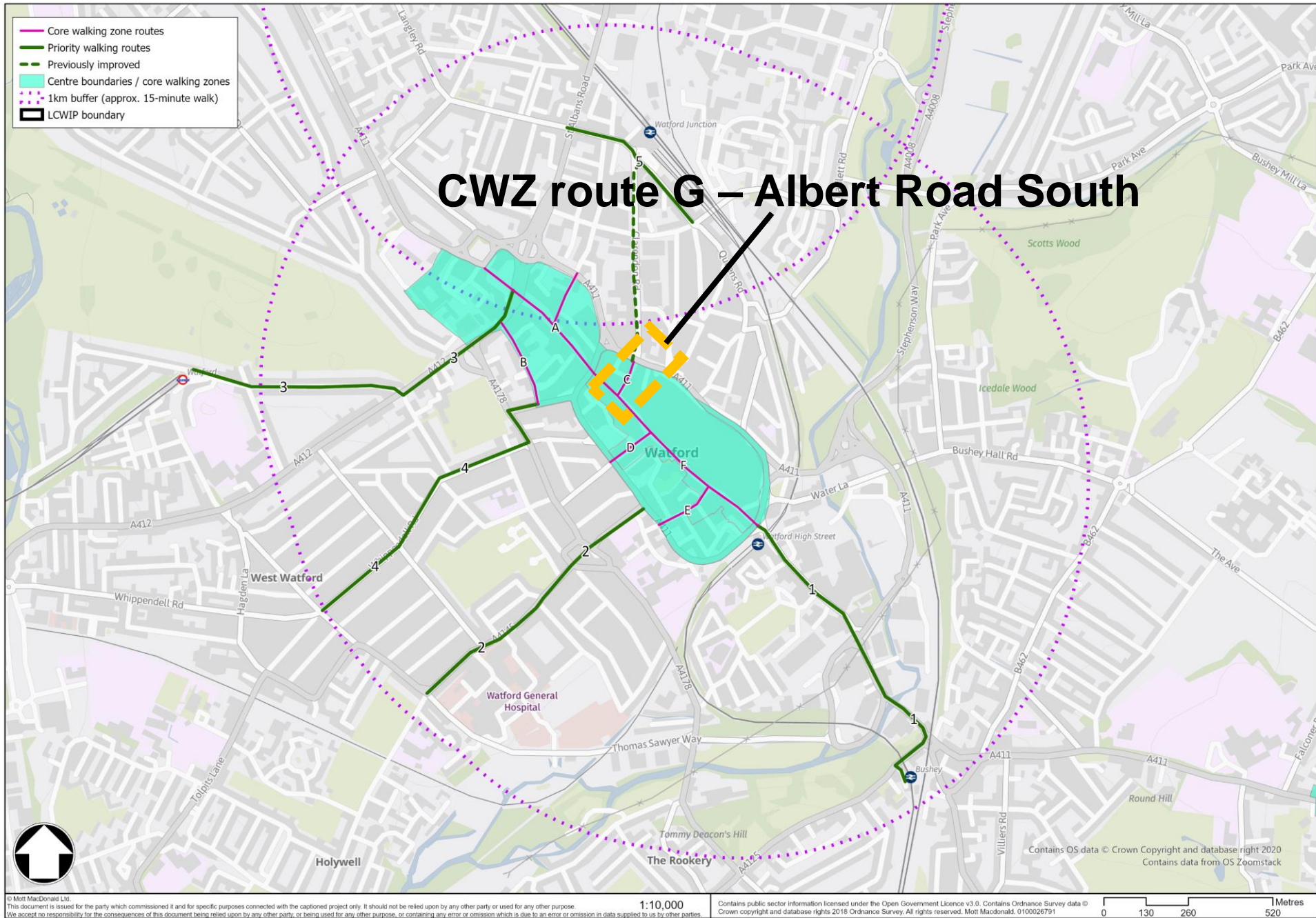
Provide at-grade  
signalised crossing

Continuous footway  
at side road






Widen footways to  
2m minimum

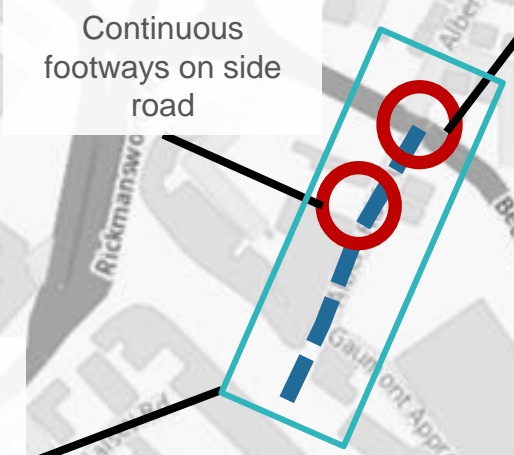
Tactile paving  
required at all  
crossing points

Walking  
route 3



# CWZ route G – Albert Road south (cycle route 1)

-  Point or junction location
-  Route
-  Potential alternative route
-  Connecting route
-  Cycling route



Improve crossing for pedestrians and cyclists – reduce crossing time and number of stages. Remove guardrail

Continuous footways on side road

Walking and cycling improvements required (part of CWZ and cycle route 1) to reduce traffic speeds, improve public realm and separate cyclists from pedestrians (similar to the facility on Watford High Street)

# Appendix C

## Prioritisation Tables

# Watford Cycling Prioritisation

Route No	Effectiveness and Policy Ranking (reverse)	Comment/Rationale	Technical Feasibility	Comment/Rationale	Scheme support - overall	Comment/Rationale	Alignment with known funding or existing scheme	Comment/Rationale	Total	Rank
Cycling Footpath Schemes	1	14	Pre-prioritisation ranking based on PCT outputs, Index of Multiple Deprivation, Place Matrix scoring and severance impacts and discussion with officers.	Low Risk - Existing route primarily using formalisation and improvement of existing facilities within the highway boundary or along the alignment of existing path. Likely to require significant additional approvals as predominantly on road or on existing off road cycle route. Liaison with retail park owners likely to be required. Few environmental or heritage concerns as using established routes.	3	2	Good support for this route from stakeholders but priority was questioned by Members as existing rather than new route. Concern over reliance on shared space and conflict with pedestrians in places.	Funding for footway resurfacing of Albert Rd South allocated. Connection of two SDAs - Watford Junction and Colne Valley.	21	1
	2	13	Pre-prioritisation ranking based on PCT outputs, Index of Multiple Deprivation, Place Matrix scoring and severance impacts and discussion with officers.	High Risk - Route is predominantly within the highway boundary but constrained space throughout. Requires provision of new cycle link through existing pedestrian High St area of Vicarage Rd. Footway level cycling and constrained space at junctions may require significant additional approval/consultation or regulation with residents and businesses. Impact on parking also likely to require further agreement/approval. No major environmental or heritage considerations.	1	1	Stakeholder support for a route in this area but acknowledgement that this is a constrained route support for exploration of alternative routes eg Thomas Sawyer Way, Ebury Way. Significant concern related to constraints on Vicarage Road, difficulties with removing car parking.	Alignment with route identified in DIP. Potential for funding related to Watford General Hospital redevelopment & Accord Road local plan allocations.	17	3
	3	12	Pre-prioritisation ranking based on PCT outputs, Index of Multiple Deprivation, Place Matrix scoring and severance impacts and discussion with officers.	Low Risk - Existing cycle lanes on carriageway for the majority of the route - there is space to deliver the facilities within the highway boundary in most sections. Additional approvals/regulations may be required for facilities at the Local Centre where footway level cycling has been considered infeasible. No major environmental or heritage considerations.	3	3	Support for improvements at Dome Roundabout from Members. Lack of political support for footway level cycling through High Street/Local Centre area. Very strong support from stakeholders for concept of protected cycle route along length of St Albans Road.	Potential for s106 funding from bus station developer at Garston Lane/405 and potential development at Longspan Car park and on southern section of route. Alignment with route identified in DIP.	21	1
	6	11	Pre-prioritisation ranking based on PCT outputs, Index of Multiple Deprivation, Place Matrix scoring and severance impacts and discussion with officers.	Medium Risk - Mainly deliverable within the highway boundary but very constrained route at northern end. Route is but more deliverable at southern end where space is more available. Constraints could be overcome by use of alternative route suggested. Likely to be some impacts on parking at southern end of the route which may need particular regulation with residents. No major environmental or heritage considerations.	2	1	Concern over available space in sections, particularly around Wigganall Road Bridge. Less strong than other routes. Recognition of existing facilities and need to focus on gaps. Concern that cyclists will be on wrong side of road south of the Colne River bridge. Lower High Street corridor to exist seen as main sustainable corridor in Watford Sustainable Transport Strategy.	Alignment with ATF scheme at Wigganall Bridge. Few funding opportunities on southern sections. Alignment with route identified in DIP.	16	5
	17	10	Pre-prioritisation ranking based on PCT outputs, Index of Multiple Deprivation, Place Matrix scoring and severance impacts and discussion with officers.	Medium Risk - Southern end of the route with stepped track provision at should be relatively straightforward to deliver within the highway boundary as width is available. Greater constraints at the northern end of the route through Hurton Bridge - pinch points and more constrained route through residential area. Impact on parking through Hurton Bridge may require additional regulation/approval of residents. No major environmental or heritage considerations if the lowest route is avoided as recommended.	2	3	Strong stakeholder support for concept of protected cycle route along Hempstead Road.	Alignment with ATF scheme at Stratford Way junction.	17	3

# Watford Walking Prioritisation

Route No	Effectiveness and Policy/Ranking (reverse)	Comment/Rationale	Technical Feasibility	Comment/Rationale	Scheme support - overall	Comment/Rationale	Alignment with known funding or existing scheme	Comment/Rationale	Total	Rank
Key Walking Routes	1	Watford Town Centre to Bushey Station	5	Provides link from Watford High Street to both Watford High Street station and Bushey station. It also provides a route to Waterfields Retail Park, Tesco, Century Park, Watford Arches Retail Park and the proposed development at the Former Gas Holder Site.	Low Risk - Deliverable within the highway boundary with several relatively straightforward interventions. Additional approvals likely to be required with TfL on Public Realm improvements around High St and Bushey Stations. Several Heritage listings on High St and Bushey Arches viaduct must be considered in improvements, but are unlikely to be impacted.	3	Identified in Local Plan as sustainable transport corridor.	Alignment with IDP scheme, improvements from STS highways study. Route through Colne Valley SDA - likely long term development funding support.	14	1
	2	Watford Town Centre to Watford General Hospital	4	Provides a link from the A111 (Watford Ring Road) to Watford Grammar School for Girls, Vicarage Road Stadium and Watford General Hospital. Overcomes severance of both the A411 and A4116.	Medium Risk - Public Realm improvements likely to be deliverable within the public highway but significant widening of footways required. Additional approvals likely to be required due to impact on parking - including negotiations with WFGH/Hospital. No major environmental or heritage considerations.	2	Support for concept of improvements in area, but concern over conflict with parking and other transport users in area.	Hospital redevelopment scheme likely funding source.	11	2
	3	Watford Town Centre to Watford Underground station	3	Provides a route from Watford High Street to Watford tube station and Watford Grammar School for Boys.	Low Risk - Relatively simple improvements to be delivered within the highway boundary with widening and informal crossing improvements. Additional approvals potentially required from TfL for improvements to Met line station approach. Heritage consideration of listed structure at Watford Station where public realm improvements proposed. No major environmental considerations.	3	No strong support/opposition.	Eastern end ties into Town Hall Quarter Development. Alignment with desire to improve Beechen Grove / Rickmansworth Road roundabout in IDP.	10	3
	4	Watford Town Centre to West Watford	2	Provides a route from Watford Centre to Queens Avenue. The route is expected to be used as a key walking route into the centre from a large number of residential properties. It also provides a route to Chester Infant School and sports facilities on Cassio Road.	Medium Risk - Deliverable within the highway boundary with widening and improvements to crossings. Additional approvals/negotiations on reallocation/removal of on-street parking. No major environmental or heritage considerations.	2	No strong support/opposition.	No strong alignment with scheme or funding opportunity.	7	5
	5	Station Road / Woodford Road	1	The route improves access to Watford Junction station from Queens Road/St Johns Road and St Albans Road. It connects to the recently improved Clarendon Road to form a route into Watford centre.	Low Risk - Deliverable substantially within the highway boundary with footway widening and improvements to crossings, although some work on Network Rail/Bus station land outside station. Negotiation with Network Rail/Bus station operator may be required - although minimal improvements likely in this area following recent work. No major heritage or environmental considerations.	3	Strong member support for improvements at Orphanage Road junction.	Alignment with Watford Junction SDA - aims for significant change to wider area, with potential funding opportunities. Tie in with urban realm schemes at Station forecourt and on Clarendon Road.	10	3
Core Walking Zone Routes	A			All through-routes within the core walking zones were assessed using the Walking Route Audit Tool. Interventions were created for those which scored less than 70%.	Low Risk - Deliverable within the highway boundary - relatively light touch improvements. No additional approvals likely to be required. No major environmental or heritage considerations.	3	No strong support/opposition.	Other streets within town centre prioritised for funding for improvements.	6	2
	B	Roslyn Road		All through-routes within the core walking zones were assessed using the Walking Route Audit Tool. Interventions were created for those which scored less than 70%.	Medium Risk - Public realm improvements deliverable within the highway boundary. Some additional consultation/negotiation may be required for more substantial public realm improvements. No major environmental or heritage considerations.	2	No strong support/opposition.	Funding for footway resurfacing allocated.	7	1
	G	Albert Road South		All through-routes within the core walking zones were assessed using the Walking Route Audit Tool. Interventions were created for those which scored less than 70%.	Medium Risk - Public realm improvements deliverable within the highway boundary. Some additional consultation/negotiation may be required for more substantial public realm improvements. No major environmental or heritage considerations.	2	No strong support/opposition.	Funding for footway resurfacing allocated.	7	1



Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 28 February 2022

**Report author:** Head of Planning and Development

**Title:** Watford to Croxley Link

## 1.0 Summary

1.1 This report provides an update on the progress to date on the development of potential Conceptual Designs for the Watford to Croxley Link (W2CL) scheme, and seeks approval for the next steps including project governance arrangements, financial implications, legal implications, and communications.

## 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)
Ongoing cost of developing the conceptual designs and strategic business case in advance of securing funding to deliver next stage of project	Utilisation of Council funding without guarantee of delivery.	Ensure joint funding from partner organisations e.g., HCC.	tolerate	3x4=12
Unable to agree a strong Governance structure with partners	Increased likelihood of abortive work as well as delayed approvals	Governance structure to be developed. MoU to be completed as first step	treat	2x4=8
Uncertainty about the future of the	Wider connectivity benefits of the	Included in scope for consideration by suppliers	tolerate	3x2=6

Abbey Line and progress with HERT	project are unclear or may not be realised	undertaking the Conceptual Designs Continued engagement and lobbying/engagement of HCC on Abbey Line and HERT		
Getting buy-in and full support for process and findings from key stakeholders	This could result in delays to programme while resolved, and changes to scope required at a later date to capture changed views	Communications and Stakeholder Engagement Strategy to be developed during/after the Conceptual Design work	treat	2x3=6
Environmental constraints within both the natural and built environment not adequately considered at this stage	Could prevent or delay the project from moving into the next stage	Key environmental constraints included as part of the scope for the Conceptual Design work	treat	2x3=6
Potential change to HCC policies that conflict with the conceptual designs and impact the scheme.	Lack of support from HCC to progress the project	Continue to work closely with HCC on Sustainable Transport Strategy for Watford. Influence development of next iteration of Local Transport Plan.	tolerate	1x3=3
Not effectively dealing with messaging, media and communication	Lack of support and engagement. Unable to manage expectations.	Develop a Communications Plan with partners	treat	2x2=4

### 3.0 Recommendations

- 3.1 That Cabinet notes the progress made so far on the development of the W2CL Conceptual Designs and the proposed procurement approach (which includes a competitive tender process in early 2022).

- 3.2 That Cabinet delegates authority to the Group Head of Place Shaping to enter into a Memorandum of Understanding (Appendix 1) with Hertfordshire County Council, Three Rivers District Council and Network Rail (the 'Partner Organisations'), subject to any amendments to be agreed with the Group Head of Democracy and Governance
- 3.3 That Cabinet approves the procurement and subsequent working in partnership with the Partner Organisations to develop the Conceptual Designs for the Watford to Croxley Link (W2CL) scheme.
- 3.4 That Cabinet notes and endorses the use of delegated authority by the Group Head of Place Shaping to utilise £150,000 of Community Infrastructure Levy funding to fund part of the budget for the Conceptual Designs.

**Further information:**

Ben Martin

ben.martin@watford.gov.uk

**Report approved by:** Tom Dobrashian

#### 4.0 **Detailed proposal**

##### Existing Challenges

- 4.1 The council is in the final stage of preparing a new Local Plan and Sustainable Transport Strategy (STS) for Watford. Significant growth in housing and jobs is proposed, with employment up by 15% in 2031 and population rising by 16% in that time. The government has indicated that a minimum of 784 new homes per year will be needed and this has been reflected in the new Local Plan. Similar growth is also expected in the wider region including Three Rivers, resulting in a higher number of commutes into Watford. This growth will put additional pressure on the current infrastructure, which is already experiencing high levels of demand.
- 4.2 Whilst Watford continues to enjoy excellent public transport connectivity to London, the wider transport offer for journeys within Watford and to neighbouring areas is limited, with no rail link offered between the Overground and Metropolitan line, a relatively unattractive bus offer compared to the private car journey times and high levels of road congestion that is a barrier to walking and cycling when combined with limited dedicated infrastructure.
- 4.3 Currently, a high proportion of journeys into Watford are made by car, particularly journeys originating from the North-West, such as Three Rivers and Dacorum. Car is also the predominant mode of transport for journeys within Watford, making up

49% of commuting trips. As a result, there is a high level of congestion on the radial routes in Watford and within the town centre, particularly on the Ring Road where delays can trigger congestion throughout the wider borough with resultant congestion, air quality, environmental and social issues.

- 4.4 There is therefore a need to provide improved sustainable connections to key destinations and integrate with existing and planned passenger transport measures and improvements to walking and cycling facilities.

#### Potential Solutions

- 4.5 The new Local Plan and STS set out a wide range of measures that will manage the potential impacts of growth in the short to medium terms (0-15 years). However, the new Local Plan recognises that more radical sustainable transport inventions are likely to be required to mitigate the potential impact of growth beyond the period of the new Local Plan. In response to this the new Local Plan continues to seek to safeguard the land currently occupied by the disused former Croxley line, so that it can be used to provide a sustainable transport corridor in the future.
- 4.6 Following the cancellation of the Metropolitan Line Extension (MLX) project, there is a need to explore alternative options to provide a viable sustainable transport link between Watford Junction and Croxley. In addition, Hertfordshire County Council are developing options for a Mass Rapid Transit (MRT) project, called the HERT, and exploring the potential for Abbey Line improvements through the Restoring Your Railway (RYR) fund. This together with new forms of mobility coming forward means that there is a need to now seek industry expertise from the market to develop potential concept designs and mobility solutions that meets the needs of improving connectivity within Watford and its immediate surroundings and connect into these wider transport schemes.
- 4.7 Watford Borough Council, working with partners, is now seeking to consider a wide range of potential mobility solutions, including active travel, e-mobility, autonomous shared mobility, and transit. The aim is to commission work in the form of Conceptual Designs that aim to understand the potential for innovation, inform the business case, harness local characteristics, inform the commercial, operational and delivery models and demonstrate a viable and best value solution for the Watford to Croxley link.

#### Delivery Partners

- 4.8 The project is to be delivered in a partnership between Watford Borough Council, Hertfordshire County Council (HCC), Network Rail and Three Rivers District Council, supported informally by Transport for London. As transport authority, Hertfordshire County Council is leading the procurement and will be the lead organisation for the procurement and sponsorship of a Conceptual Design contract. If Watford commits funding to the project the expectation is that Watford would work in partnership

with the other named organisations entering into the Memorandum of Understanding (MoU), with HCC taking a leading role in the procurement in terms of setting the brief and tender evaluation.

- 4.9 The partnership is seeking to engage two or three suppliers to concurrently and independently develop creative and feasible conceptual designs for potential mobility solutions for the Watford to Croxley link. Funding will be available for each supplier, who has been successfully awarded a contract, to develop conceptual designs. The partnership is seeking to select suppliers based on their potential to generate a creative, but deliverable, viable and feasible conceptual design for the route.
- 4.10 The partnership wants to encourage suppliers that can develop a range of mobility solutions. Conceptual designs will need to propose solutions for each aspect of the route, from the type of mobility solution to the way in which the network / route will be operated. These solutions must achieve the objectives of the project and comply with known constraints as detailed in the project specification. Suppliers will need to evidence how and why their proposed solutions achieve the project specification, and demonstrate that collectively the solutions provide a complete, coherent and feasible concept which illustrates to the partnership what a range of potential mobility solutions could be, how they can be delivered and how they could be operated. To do this the partnership is developing a specification to cover:
- Equipment;
  - Infrastructure;
  - Operations;
  - Commercial; and
  - Environment and Sustainability.
- 4.11 These will articulate the outcomes that the partnership is seeking to achieve for the route and will set out constraints that any concepts must recognise. The conceptual designs delivered by a supplier shall explain the supplier's proposed solution for each component of the specification, providing an evidence-based rationale as to how the proposed solution will achieve the stated outcomes and comply with the constraints as per the specification. Suppliers shall also provide an evidence-based rationale as to how the solutions for each component are compatible and coherent with each other. Visualisation will be an important part of articulating the supplier's proposed solutions.
- 4.12 The concept designs will inform a range of mobility solutions for the route They must also meet the following objectives:

<b>Aim</b>	<b>Objective</b>
Enhance Strategic Connectivity	<ul style="list-style-type: none"> <li>• Sustainable connectivity to major centres of population and within the geographies relevant to the Project</li> <li>• Improved access via interchange at Watford Junction, High Street and Metropolitan Line</li> <li>• Sustainable connectivity to the planned across Hertfordshire HERT scheme</li> <li>• Develop Watford Junction as a rail interchange hub</li> </ul>
Enhance Local Connectivity	<ul style="list-style-type: none"> <li>• Improved sustainable connectivity from Watford and Croxley Business Parks</li> <li>• Improved sustainable connectivity from Riverwell / Hospital</li> <li>• Improve access to/from/in the stations/interchanges for all users</li> <li>• Improve connectivity with Watford Town centre town and other key areas of employment e.g., Croxley Business Park, recreation e.g., WFC or large residential developmental areas.</li> </ul>
Support Accessibility	<ul style="list-style-type: none"> <li>• Improved mobility by sustainable modes</li> <li>• Improve interchange between all forms of mobility</li> <li>• Reliable journeys</li> <li>• Improved journey experience for all users/customers</li> <li>• Improved access to key connection points, including homes, jobs, facilities</li> </ul>
Improvement of Watford Town Centre	<ul style="list-style-type: none"> <li>• Reduced congestion</li> <li>• Support place-making through positive design and integration with public realm</li> <li>• Improved environment at stations and interchanges</li> <li>• Cater for future demands</li> </ul>

4.13 The anticipated timescales are set out below

PIN for PPME	5 <sup>th</sup> November 2021
PPME Virtual Event	29 <sup>th</sup> November 2021
Place Contract Notice	28 <sup>th</sup> February 2022
SQ Submission Closing Date	4 <sup>th</sup> April 2022
Tender Period	April – May 2022
Award of Contract	June/July 2022
Concept Design commencement	Summer 2022
Concept Design completion	Winter 2022/23

## Conceptual Designs Approach

- 4.14 A Pre-Procurement Market Engagement (PPME) event has been held with interested parties from across the industry market on the 29<sup>th</sup> November 2021.
- 4.15 The purpose of the PPME was to raise the profile of the project, obtain industry engagement and set out, and seek, views on the procurement approach to be adopted. The PPME was well attended by around 50 delegates

### 5.0 **Implications**

#### 5.1 **Financial**

- 5.1.1 The Shared Director of Finance comments that the preparation of the Conceptual Design procurement strategy and supporting documentation has been funded by HCC.
- 5.1.2 The budget for the Conceptual Designs work is expected to be £300,000 and currently it is intended that these costs will be split 50/50 between HCC and WBC. TRDC have been approached to make a contribution and if they were to do so this could be used to increase the budget for the work or reduce the contributions from WBC and HCC proportionally. Under the existing CIL governance arrangements the Group Head of Place Shaping has delegated powers to spend up to £200,000 of CIL funding per annum and it is proposed the WBC contribution of £150,000 would be funded from CIL.
- 5.1.3 The Council has not identified any further funding for work beyond the Conceptual Designs. There is also no guarantee that further work will be undertaken beyond the current stage depending on the outcomes of the work. This is not uncommon for a project of this potential scale and complexity where there is a need to forward fund feasibility work to inform the concept stage.
- 5.1.4 If the scheme progresses beyond the concept stage it will need to be developed in line with the DfT business case requirements and as such funding for the Strategic Outline Business Case will be required in due course. This is likely to require funding from the partnership and further support will also be sought to fund this activity, it may be possible to draw on Department for Transport (DfT) funding for stages of the business case development. If sufficient funding cannot be secured for any future stage of work then the project may stall or cease.

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

- 5.2.1 The Group Head of Democracy and Governance comments that legal support for the procurement is being provided by HCC as the lead authority.

5.2.2 Work is ongoing on the draft MOU attached as appendix 1.

5.2.3 The Memorandum of Understanding is not legally binding, but provides a commitment to work together to over-come obstacles.

5.2.4 It is intended to use CIL contributions to contribute toward the funding of this work. CIL can be used for the provision, improvement, replacement, operation or maintenance of infrastructure which includes transport.

### 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 at this stage there no equalities or human rights implications arising from this report.

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 (DPIA) for this report.

### 5.4 **Staffing**

5.4.1 The project is currently being overseen by the Group Head of Place Shaping and the Head of Planning and Development. The Council intend to recruit a Transport Planning Manager who will provide support to the project.

### 5.5 **Accommodation**

5.5.1 No implications.

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

5.6.1 No implications

### 5.7 **Sustainability**

5.7.1 The project will help support the Council's sustainable transport objectives.

## **Appendices**

- Appendix 1 – Draft Memorandum of Understanding

## **Background papers**

No papers were used in the preparation of this report.



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**1. The Parties**

- 1.1 This Memorandum of Understanding (the “MOU”) is between Watford Borough Council (“WBC”), Three Rivers District Council (“TRDC”), Network Rail (“NR”), and Hertfordshire County Council (“HCC”) in respect of collaborative working in the development of the Watford to Croxley Link (“the Project”).
- 1.2 Through this MOU WBC, TRDC, NR and HCC (“the Parties”) will seek ways of conducting business in such a manner as to achieve improved efficiency and increased value for money in respect of the Project.
- 1.3 The Parties will be responsible for working jointly to progress the Project.
- 1.4 The Parties acknowledge that Transport for London (“TfL”) will not be a party to this MOU but will advocate the project and provide advisory support.

**2. Background Information**

- 2.1 Following the cancellation of the Metropolitan Line Extension (MLX) project, and work in January 2021 considering alternatives to the MLX, there is a need to now develop a new project for the Watford to Croxley Link (W2CL). HCC are also developing options for a Mass Rapid Transit (MRT) project, called the HERT and exploring potential for the Abbey Line through the Restoring Your Railway (RYR) fund. This together with new forms of mobility coming forward means that the Parties need to work together to now seek industry expertise from the market to develop potential concept designs and solutions.

**3. Objectives of the MoU**

- 3.1 The Parties agree to the following objectives:
- Jointly explore ways to effectively and efficiently develop the Project;
  - Share information in the interests of the Project;
  - Work together to enable the concept design procurement to progress; and
  - Attend meetings and collaboration activities to facilitate development of the Project.
- 3.2 The Parties will work together to identify any agreements that may be required in order to promote or execute the Project. The Parties may discuss and agree which Party or Parties are best placed to enter into such agreements and how the Parties may work together to support any agreements.

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3.3 The Parties will work closely to ensure that any costs accrued by each party in relation to the Project will be minimised through collaborative working and sharing of appropriate information.

**4. Project Objectives**

4.1 The Parties have agreed the following objectives in relation to the development of the Project:

<b>Aim</b>	<b>Objective</b>
Enhance Strategic Connectivity	<ul style="list-style-type: none"> <li>• Sustainable connectivity to major centres of population and within the geographies relevant to the Project</li> <li>• Improved access via interchange at Watford Junction, High Street and Metropolitan Line</li> <li>• Sustainable connectivity to the planned strategic growth across Hertfordshire and integration with other projects such as the Abbey Line and HERT projects</li> <li>• Develop Watford Junction as a rail interchange hub</li> </ul>
Enhance Local Connectivity	<ul style="list-style-type: none"> <li>• Improved sustainable connectivity from Watford and Croxley Business Parks</li> <li>• Improved sustainable connectivity from Riverwell / Hospital</li> <li>• Improve access to/from/in the stations/interchanges for all users</li> <li>• Improve connectivity with Watford Town centre and other key areas of employment e.g. Croxley Business Park, recreational uses e.g., Watford FC, and/or other large residential and commercial developmental areas.</li> </ul>
Support Accessibility	<ul style="list-style-type: none"> <li>• Improved mobility by sustainable modes</li> <li>• Improve interchange between all forms of mobility</li> <li>• Reliable journeys</li> <li>• Improved journey experience for all users/customers</li> <li>• Improved access to key connection points, including homes, jobs, facilities</li> </ul>
Improvement of Watford Town Centre	<ul style="list-style-type: none"> <li>• Reduced congestion</li> <li>• Support place-making through positive design and integration with public realm</li> <li>• Improved environment at stations and interchanges</li> <li>• Cater for future demands</li> </ul>

4.2 In order to meet these Project objectives the Parties will:

- Work together to agree and define requirements, scope and undertake a procurement exercise for the Concept Design;
- Develop a Business Case for the Project;
- Develop a Delivery Plan/Strategy;
- Develop a Land Strategy;
- Explore Design Options / Alternatives;
- Define the Parties roles going forward in a Collaboration Agreement; and

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- Take account of interface with other projects (including Restoring Your Railway Abbey Line, HERT MRT, Watford Junction redevelopment and the Hospital redevelopment).

**5. Collaboration**

- 5.1 The Parties resolve to work closely on the Project and to pool their separate skills to achieve the Project in accordance with an agreed timetable.
- 5.2 The Parties will use their reasonable endeavours to complete all work in connection with the Project to a good standard.
- 5.3 The Parties will work in a spirit of mutual trust and co-operation to serve the best interests of the Project and its objectives.
- 5.4 It is agreed that no party to this MoU will seek to profit from the other.
- 5.5 The Parties will report back to each other on their elements of the Project and will keep all parties up-to-date with their plans and programmes.
- 5.6 Where possible, efforts will be made to minimise duplication of work in the development of the Project and other related projects (e.g. HERT and Abbey Line)
- 5.7 The Parties will, and acknowledge that TFL will, support HCC during any promotion, engagement or consultation regarding the Project and will provide such support, as they are able, given due notice including attending stakeholder events / public meetings / exhibitions. For the purposes of this MoU support may take the form of the provision of personnel, facilities (e.g. meeting room space) or such other support as the Parties may deem appropriate and jointly agree.
- 5.8 A collaboration agreement will be developed between the Parties to formalise the relationship between them in respect of (amongst other things) land agreements, the design specification including intellectual property rights therein, construction timescales and completion, financial responsibilities, maintenance responsibilities, insurance and liabilities.

**6 Funding**

- 6.1 HCC will seek appropriate funding for the Project as the lead authority. WBC, TRDC, and NR will offer funding contributions directly or in kind project support towards the development of documents in relation to the concept design and in the production of the Project business case. The Parties acknowledge that TfL may also provide support as outlined in this paragraph 5.7.

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- 6.2 WBC and TR will review their CIL and S106 policies in light of the Project business case to provide continued financial contributions towards the Project.
- 6.3 Any costs incurred by HCC or other parties, during delivery of the Project, will be identified and recorded.
- 6.4 The Parties will work together to identify all costs and provide information necessary to apply for and claim funds for the development and delivery of the Project from all relevant funding sources.
- 6.5 The Parties will endeavour to identify and reach initial agreement for any necessary land ownership or agreements required for the Project. The Parties will work together to define the exact extent of boundaries required for the Project.
- 6.6 The Parties agree to work together to support the development of potential concepts and agree solutions for the Project in line with the objectives at paragraph 4.1.
- 6.7 Should any of the Parties withdraw support from the Project, they should give a 12-month notice period of their intention to withdraw. The period being effective when they notify the other parties of their intent to withdraw.
- .
- 6.8 Where one Party is commissioned specifically by another Party to carry out work on their behalf which is outside the scope of this MoU then such work shall be subject to separate agreement and invoicing.
- 6.9 The Parties will provide notice to each other of any funding deadlines. All works should be completed and claimed within the timescales agreed with the funding authority.
- 6.10 Subject to the proviso in Clause 13 below the Parties will work together in relation to obtaining all relevant consents and permissions.

**7 Procurement**

- 7.1 The Parties are working towards a procurement strategy which envisages that HCC will be the lead Party in relation to the conceptual design contract for the Project.
- 7.2 The Parties agree to progress the Project and the concept design procurement consistent with the Concept Design Objectives in Appendix A, which is included within this MoU.

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7.3 The Parties note that as part of the procurement strategy it will be necessary for the conceptual design(s) to be reviewed by all parties in respect of the Project.

**8 The Project**

8.1 The Project is currently known as the Watford to Croxley Link.

8.2 The main aspects of the Project to be agreed between the Parties relate to agreeing a specification for the concept design work.

8.3 The Parties will provide necessary data and specification guidance to assist HCC and its partner consultancy, WSP, in its development of the Project.

8.4 The Parties will work closely to establish the extent of land ownership and agreements sought by each party. The collaboration agreement and any other required agreements will seek to agree the extent of land required.

**9. Liaison and Contacts**

9.1 For HCC:  
XXXXXX is Senior Responsible Officer  
XXXXXX is Project Sponsor

9.2 For WBC:  
XXXXXX is Project Sponsor.

9.3 For TRDC:  
XXXXXX is Project Sponsor.

9.4 For NR:  
XXXXXX is Project Sponsor.

9.5 From time to time, the Parties may appoint other officers and consultants as necessary. In the first instance, all parties will communicate through the above staff, who are responsible for liaising with their separate departments and colleagues.

**10. Communications and Publicity**

The Parties will draw up a communications strategy in relation to the Project. Agreement will be sought from all parties where and when each organisation is to be named in any statement made about the Project and agreement reached over the use of each Parties logo.

**11. Monitoring**

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The Parties will work together to monitor progress and ensure appropriate levels of management of performance of the Project. This will be further set out within the planned collaboration agreement

**12. Timetable**

12.1 Under the current timetable, procurement of a concept design is anticipated in early 2022 with completion of the concept design by Autumn/Winter 2022.

12.2 The Parties will work together to create a programme timetable, agreeable to all parties. Key dates, which impact on the progress of any parts of the Project, will be identified and the parties will work to meet key deadlines. The programme for delivery of the Project to concept design forms an addendum (Appendix B) to this MoU. The programme is subject to change as agreed by the Parties.

12.3 This MoU will provide guidance for the initial working relationship between the Parties and will be replaced when the formal collaboration agreement is put in place. The Parties will aim to complete the said collaboration agreement by the completion of the conceptual designs.

**13. Revision of Memorandum of Understanding**

The Parties agree that this MoU is not legally binding, is without prejudice to the Parties statutory functions, powers and duties and should be periodically reviewed, at the instigation of any Party, should there be difficulties in delivery of the Project as envisaged. In this case all parties would work to give reasonable notice of any difficulties and to develop alternative options or bring the arrangements under this MoU to an end.

**14. Escalation**

If any Party has any issues, concerns or complaints about the Project, or any matter in this MoU, that Party shall notify the other Parties and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, for the purposes of this MoU a timescale of one month, the matter shall be escalated to senior managers of each Party for resolution.

**15. Intellectual Property**

15.1 The Parties intend that any intellectual property rights created in the course of the Project shall vest in the Party whose employee created them (or in the case of any intellectual property rights created jointly by employees of both parties in the Party that is lead Party noted in this MOU for the part of the Project that the intellectual property right relates to).

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- 15.2 Where any intellectual property right vests in either Party in accordance with the intention set out in paragraph 15.1 above, that Party shall grant an irrevocable licence to the other Parties to use that intellectual property for the purposes of the Project.





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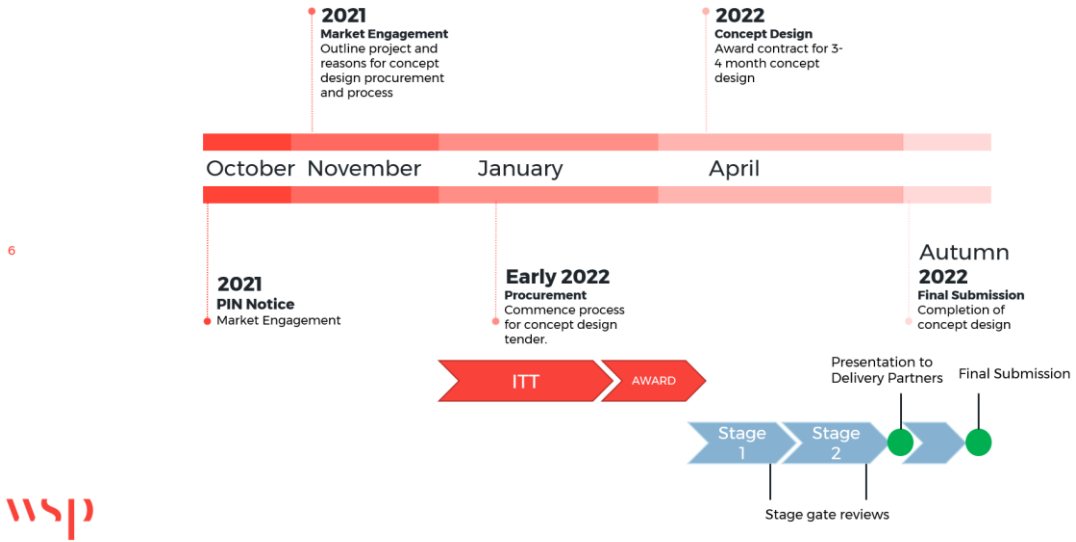
Appendix A

<b>Business case</b>	<b>Objective/Deliverable</b>
Strategic	<ul style="list-style-type: none"> <li>• Develop a successful strategic case</li> <li>• Project aligns with local (Watford), regional (Hertfordshire) and national policies</li> <li>• Why the transport system proposed is the most suitable option for the specific local context in Watford and beyond</li> <li>• Ensure reflects project objectives</li> <li>• Project outcomes to reflect success criteria</li> <li>• Constraints, opportunities and interfaces, including interfaces with the existing London Underground and Network Rail infrastructure</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Clear understanding of costs</li> <li>• Deliver effective options appraisal</li> <li>• Identify shortlisted option(s)</li> <li>• Specification of transport system and infrastructure / vehicle solution</li> <li>• Geographical scope including stations / stops / areas served and potential for expansion</li> <li>• Ensure diversity and equalities are assessed</li> <li>• Value for money/viability</li> <li>• A sufficiently developed proposal to understand the benefits and case for the Project while any major risks, assumptions or showstoppers are understood</li> </ul>
Management	<ul style="list-style-type: none"> <li>• Delivery Model</li> <li>• Governance arrangements</li> <li>• Procurement strategy</li> <li>• Legal/consents strategy</li> <li>• Public Acceptability - Buy-in to the proposal from the key stakeholders</li> <li>• A proposal that is realistic i.e. it doesn't face funding or operational challenges that have the potential to be insurmountable</li> </ul>
Commercial	<ul style="list-style-type: none"> <li>• Commercial viability and opportunities (development, overbuild)</li> <li>• The operating model including the proposed role of the private and public sector</li> <li>• Clarification of land ownership and development rights</li> <li>• Land and Property strategy</li> </ul>
Financial Case	<ul style="list-style-type: none"> <li>• Clear funding and financing plan (construction and operation)</li> <li>• Determine future ownerships, management arrangements and maintenance</li> </ul>

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## Appendix B

### Concept Design Timeline



**Report to:** Cabinet

**Date of meeting:** 28 February 2022

**Report author:** Sustainability Officer – Susheel Rao

**Title:** Joining Bulk Solar Initiative

## 1.0 Summary

- 1.1 Dacorum Borough Council (DBC) has been developing the bulk solar initiative as part of the Hemel Garden Communities (HGC) development. It has brought the idea to Hertfordshire Climate Change and Sustainability Panel (HCCSP) members to see if they also want to be part of the initiative, and it will be discussed at the next appropriate HCCSP meeting.
- 1.2 Taking part in the initiative does not incur any financial costs, as the only financial costs are for a mail out and these will be borne by HGC. DBC would sign the contract with the broker, and Watford Borough Council (WBC) would enter into a Memorandum of Understanding (MoU) along with the other Hertfordshire authorities. WBC would be expected to provide addresses of private residences if required, although it is currently anticipated the Hertfordshire County Council (HCC) will be able to provide these.
- 1.3 There are potential reputational risks both of being involved and not being involved, described below in the risk section.
- 1.4 The bulk solar initiative works by bringing together home owners / private owners who are potentially interested in installing solar panels. This information is collected by a third party, in this case iChoosr, who act as a broker who then goes out to potential suppliers to bid for a bulk order. The successful bidder then contacts the individuals to provide a specific quote, and if agreed installs the solar panels. It is anticipated that for the mailout of 100,000 people across Hertfordshire, around 400 people would get solar panels installed.
- 1.5 If there is a problem with the installation or process for the individual, initially they would go back to the supplier, and failing that to iChoosr. iChoosr is aware of the importance of good customer service in relation to this, and it will also be part of the selection process for the solar installation provider.
- 1.6 iChoosr have run similar successful schemes for at least 12 local authorities including Greater London Authority (GLA), Devon, Cambridgeshire and Essex. There

are currently no known similar brokers, with both Devon and GLA having put this on their procurement portal and having no responses.

1.7 Watford Borough Council needs to decide whether it wants to participate in the bulk solar initiative, and if so whether there are any caveats to participation.

## 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)
Reputational risk if the process and installation doesn't work well.	WBC seen as the instigator, and are asked to intervene	<ul style="list-style-type: none"> <li>• Ensure all throughout the supply chain have good customer service / complaints procedures</li> <li>• Ensure that it is clear to people taking advantage of the scheme what the complaints procedure is</li> <li>• Agree within HCCSP the approach across the county, and if appropriate nominate one person across the county</li> </ul>		2 x 3 = 6
Reputational risk of not being involved	Either: <ul style="list-style-type: none"> <li>• No letters in WBC will be sent out and local home/property owners will not have the</li> </ul>	Either: <ul style="list-style-type: none"> <li>• Decide to take part.</li> <li>• Come up with a WBC specific approach.</li> <li>• Have a prepared</li> </ul>		2 x 3 = 6

	<p>opportunity to take part, and if residents see this is taking place across the rest of Hertfordshire it will raise questions as to why they are not included. Or</p> <ul style="list-style-type: none"> <li>• Letters are sent out to WBC home / property owners, but without the WBC logo and/ or endorsement. This would raise the question as to why WBC does not want to put its name to it.</li> </ul>	<p>statement about why we are not taking part.</p>		
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### 3.0 Recommendations

3.1 That the Council participates in the bulk solar initiative.

3.2 That the entering into of a MOU with Dacorum Borough Council who will lead act as lead authority is delegated to the Group Head of Community and Environmental Services in consultation with the Group Head of Democracy and Governance.

**Further information:**

For further information on this report please contact:

Susheel Rao, Sustainability Officer

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

## **4.0 Detailed proposal**

### **4.1 Background**

- 4.1.1 Hemel Garden Communities (HGC) is an ambitious development programme that will transform Hemel Hempstead and create attractive and sustainable new neighbourhoods and communities to the north and east of Hemel Hempstead, through the delivery of more than 11,000 new homes and 10,000 new jobs by 2050.
- 4.1.2 The HGC partners, Dacorum Borough Council (DBC), St Albans City and District Council (SADC), Hertfordshire County Council (HCC) and Hertfordshire Local Enterprise Partnership (LEP) are working with the Crown Estate (the major landowner) to deliver the HGC programme of transformation, which will provide a variety of benefits to Hemel Hempstead.
- 4.1.3 There is a huge opportunity to introduce sustainable and renewable energy sources across Hemel Garden Communities, such as combined heat and power generation within planned neighbourhoods, and the use of solar and wind resources, with the potential to make clean energy generated available to adjacent residential areas or similar models introduced.
- 4.1.4 Solar bulk-buy was introduced as a suitable delivery solution as a means to embed renewable energy into HGC and bring discounts to the wider community. There is the opportunity for cross border working to support those not large enough to obtain the benefits i.e. Buckinghamshire Council (Bucks), a unitary authority.
- 4.1.5 As part of the HGC bid to Homes England, it was reported that a joint scheme would be useful as Bucks alone could not support a scheme due to lack of household numbers.
- 4.1.6 Bucks have indicated they have joined with one or more Berkshire (Berks) unitary authorities, which will allow them the numbers they need, but have approached us to join this scheme.
- 4.1.7 Bucks and Berks authorities are able to enter into their own contract with iChoosr, and Herts its own, making Herts severed for the point of risk from the Bucks and Berks contract. The main benefit will be at auction as we can combine our household numbers and afford residents better buying power for Herts, Bucks and Berks.

### **4.2 What is a Solar Bulk Buy scheme?**

- 4.2.1 The scheme targets home-owners and private occupiers, offering them the opportunity to sign-up and pay for installation of solar panels, as well as electric vehicle charging (EV) and energy storage at a discount to the market rate. This

offers considerable savings, and incentives to homeowners to benefit at a faster rate compared with individuals purchasing and installing the panels themselves. Local Authorities also benefit from de-carbonising the local electricity supply and retrofitting of existing private housing stock to have renewable energy, which would otherwise be difficult to secure.

- 4.2.2 The solar panels are paid for by the homeowner. The Local Authority's main involvement is a one-off letter campaign that could be repeated in future, and it commissions the scheme paying for the marketing exercise to the relevant households identified by the provider (Circa £30k). For each successful installation of the panels, £75 is recouped by HGC / DBC, which could then be re-used in future campaigns. With the estimated uptake of the scheme at around 400 homes, the money recouped by HGC will about cover the initial cost.
- 4.2.3 The interested households are collated and iChoosr, after vetting potential suppliers, goes out to auction for the best price supplier. iChoosr then contracts with the supplier to complete the installation process directly with the homeowner.
- 4.2.4 The Local Authority does not put in any capital costs for the panels, essentially the Local Authority's contribution is to facilitate a connection between the households/homeowner and the provider, and recoups this money, as long as there is sufficient take-up of the scheme by homeowners.
- 4.2.5 The scheme runs on an annual basis (there are three 'windows' for Authorities to sign-up per year). Timeframes for homeowners is six to nine months between signing up and having the panels installed.
- 4.2.6 iChoosr is the only known broker of this sort, and other authorities, such as Devon and GLA, have used their procurement portals to source other potential brokers, but none have been forthcoming. iChoosr has run schemes for at least 12 Local Authorities, including GLA, Devon, Cambridgeshire and Essex.
- 4.2.7 A similar scheme to bulk solar is solar streets. In this case it depends on enough residents in a particular street or area to take up the offer, and it is through the savings in installation costs primarily that savings are made and passed on to the home owner. In addition, there is also a community fund set up, where for each home owner that takes part an amount is added to the community fund, which is then used on something to support the whole community. St Albans District Council has been running a solar streets initiative, and further information on this can be found here: <https://www.stalbans.gov.uk/renewable-energy>
- 4.2.8 Appended to this report is a set of FAQ's which sets out some due diligence Q&A's raised by HGC/HSOG and prepared by Dacorum Borough Council et al to assist the HCCSP board, and therefore associated authorities in their understanding of bulk solar and its appropriateness for their area.

### **4.3 Legal documents**

- 4.3.1 Dacorum Borough Council will sign the contract with iChoosr on behalf of all parties. The main implication of the contract is providing addresses to iChoosr (not names) for private residents, so iChoosr can readily mail out to them.
- 4.3.2 Dacorum Borough Council are suggesting that all interested parties sign a simple memorandum of understanding. This was sent to HSOG members, and has been passed to Legal Services to review.

### **4.4 Next steps**

- 4.4.1 It is proposed that the bulk solar proposal will be taken to an upcoming HCCSP meeting, for approval. Exact date is not confirmed as it was not on the 27<sup>th</sup> January 2022 agenda as anticipated. Prior to that, the Council needs to determine if it wants to join the scheme.
- 4.4.2 The Council needs to agree before the HCCSP meeting its preferred approach.
- Participation with no caveats;
  - Participation if the majority are taking part;
  - Participation with other caveats;
  - Non-participation.
- 4.4.3 It is recommended that the Council agrees to participation with no caveats.

## **5.0 Implications**

### **5.1 Financial**

- 5.1.1 The Shared Director of Finance comments that there are minimal financial implications arising from being part of the scheme. The initial outlay for sending out letters will be funded by HGC and any additional mail outs will be funded through the scheme. There are some staff resources required for promotion of the scheme and engagement in the complaints procedure (see staffing) which will be managed within existing resources.

### **5.2 Legal Issues**

- 5.2.1 The Group Head of Democracy and Governance comments that the Council will be required to enter a MOU with Dacorum and any other council wishing to join the Hertfordshire scheme. The Council will need to ensure it complies with the Data Protection Act 2018 and GDPR with respect to the transfer of personal information and amend its privacy notices.



### **5.3 Equality /Human Rights/DPIA**

5.3.1 There are no equality / human rights / DPIA issues related to this project.

### **5.4 Staffing**

5.4.1 There will be some staffing requirements. Our promotion of the scheme will be through our website and usual social media channels. Content for the posts will be created centrally for each partner to adapt and use. It is anticipated therefore that the additional resources for this will be minimal and will be incorporated within current resources.

5.4.2 There is potential customer service staff requirement, should there be any stage 3 complaints, where the complaint has not been resolved either by the contractor or by iChoosr. It is anticipated that this will be very low as iChoosr has a good customer service reputation and understands the importance for local authorities. It should therefore be possible to be addressed this within current resources, with support from the Sustainability Officer/ HSOG / HCCSP. The HCCSP board is still considering whether to allocate a Member Authority to represent/be main point of contact, in which case the staffing requirements would be reduced.

### **5.5 Accommodation**

5.5.1 There are no accommodation requirements for this project.

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

5.6.1 There are no community safety or crime and disorder issues related to this project.

### **5.7 Sustainability**

5.7.1 Participating in this scheme and facilitating and encouraging home / property owners to take part will help reduce the carbon emissions attributed to the borough as a whole.

### **Appendices**

- FAQ's developed regarding due diligence for the bulk solar scheme.

### **Background papers**

The following background papers were used in the preparation of this report.

- Report to HSOG on Bulk Solar proposal

# Solar Bulk Buy Scheme

## Joint district working

**Below are some due diligence FAQ's raised to assist the HCCSP board**

### **1) Why iChoosr? Are there other companies who offer the same thing?**

iChoosr and UK Energy Hub are not aware of any other organisation offering a comparable service. There are considerable barriers to entry in the development of the process and systems which means it will not be easy for others to deliver schemes at the same scale with the same assurances and protection for customers. Most councils follow the precedent set by others. The exception has been Devon which put a notice on its procurement portal and received no relevant responses and London which did the same when renewing the contract after the initial 4 year term.

### **2) What is the predicted take up rate?**

In terms of take-up rate, iChoosr assume that 3.3% of those sent letters would sign-up. This is a conservative estimate and iChoosr report that they always exceed this take up rate in practice.

### **3) Why the intervention in the market?**

The operator negotiates the best deal on behalf of the homeowners, maximising the economies of scale. Without such discounts and marketing, many homeowners would otherwise not take up solar panels. They also benefit from confidence that the solar suppliers are pre-approved and will be of high quality. The scheme unlocks significant scale of private investment in solar which wouldn't have otherwise been possible, and at limited / no cost to the Local Authority.

### **4) What savings can our residents expect**

The final cost of the PV units won't be known until auction, however iChoosr report that between 20%-30% discount against an individual purchase could be available (subject to current market forces).

### **5) What if my neighbour found a cheaper installation?**

As with any purchase, it is likely you can find a product cheaper, however iChoosr offers a quality product, with approved installers and warranties. The resident is under no obligation to progress with their quote and can therefore make an informed decision on their purchase.

### **6) What are the outputs/outcomes/measurable's for each of the parties?**

**Homeowners:** It maximises number of households accessing renewable energy, at a much reduced rate than they would otherwise be able to negotiate on their own. Once there is sufficient sign-up, the operator of the scheme will go out to the market, with a request for quotation for a certain number of panels, based on the sign-up rate. The solar panel providers then compete on price to win the contract to provide and install the solar panels – offering a price which is discounted compared with market rate. Homeowners also benefit from high quality PV as the installing contractors allowed to participate in the auction have been vetted by the bulk-buy provider.

**Local Authority:** Maximises the number of homes switching to renewable energy, helping to reduce greenhouse gas emission and local air pollution. Helps to deliver on Climate Crisis objectives, and retrofitting existing private housing stock which would otherwise be difficult to enable. Numerous local authorities have already run this scheme (GLA, Cambs, and Suffolk CC etc.). It is also expected to run at no net cost to the authority - it involves a targeted letter campaign to households most likely to sign-up, and is at a scale to reach enough households to ensure take up is sufficient to pay back the authority's cost.

**iChoosr:** As brokers, they take a commission for negotiating the purchase of the solar panels and benefits from using the authority's address data linking them up with potential customers. This connection also reduces GDPR concerns and improved the homeowner 'trust' that comes with a partnership with the Local Authority.

**The installing contractor/installer:** They win significant contracts to sell and install solar panels.

**7) Is there min of EOI that needs to be collected before auction is initiated? Could the auction be postponed?**

With regards EOI from Local Authorities, yes, if we do not have enough households to target with 100k letters then it would be delayed until it could be combined with neighbouring authorities.

With regards EOI from households registering, technically yes but we have a proven model which we know will deliver the required volumes for a viable auction. If you mean the volume of households accepting the offer, no, this would not cause delay. We do not guarantee fixed volumes to winning installers.

**8) Most customers are lay-people, what pre-information is available to help them decide?**

This product works well as we (iChoosr) give the customer the information in advance to help them make an informed decision, prior to committing to purchase. Following the issue of the direct marketing (DM) letter, customers are invited to visit the website to research and ask relevant questions, even after they register their interest they still have opportunities to liaise and work with the appointed installation contractor on the right product for them, prior to final installation and a commitment to pay.

**9) Can we make changes to the DM correspondence**

Yes, whilst the main body of the letter has been written by iChoosr to target their specific audience to help achieve max uptake of the offer, there is scope to add items relevant to the Local Authority i.e. 'Planning permission may be required' etc... (See Q17).

Example text: *Solar Together XXX - buying solar panels and battery storage made easy.*

*Solar Together is a group-buying scheme that helps you through the process, keeping you informed at every stage. Installations will generally not need planning permission. However in some cases, such as in Conservation Areas and on Listed Buildings, planning permission may be required. For planning advice please visit [Insert web address for planning authority] [www.xxx.gov.uk/planning](http://www.xxx.gov.uk/planning), or call xxxx on 01xxx....*

## 10) What other ways can we promote the scheme?

Once we confirm which LA's are joining the scheme, further Officer and comms team meetings will be set up to agree the comms messaging as there have been nationwide issues with fraudulent 'going green' offers making residents wary to take up genuine offers i.e. [Being a confident eco-friendly consumer - Citizens Advice](#), and by badging the DM letter with the logo of the authority for their areas' letter drop will help re-inforce to residents the credibility of the offer (NB, all DM's will also contain the HGC and HCC logos). We will also agree a route to customer recourse in the event of any issues, i.e. regular reporting from HGC to the group to capture whether issues are isolated to one event or whether there is a county wide installation problem and have processes in place to address potential reputational issues, making each customer service area aware of the project to ensure customer experience is the same as any other 'business as usual' process.

iChoosr have a wealth of information on their website that they share with those that sign up, this is not shared in advance due to the way they protect their business model and as soon as we sign the contract we will be able to assess what information may be missing for our resident i.e. create a FAQ's video/webinar.

It is anticipated this work will commence between 11<sup>th</sup> Feb (contract signing deadline) and 22<sup>nd</sup> April (DM content deadline).

## 11) At what point is the customer committed to the purchase of the panels?

Following receipt of the targeted letter campaign, the customer registers their potential interest in purchasing PV units for free and with no obligation (usually 1-3% of the letters issued). Then iChoosr conducts the auction with the installers successful in passing the qualification process. The auction determines the offers for installations 4-50 panels. A personalised offer is sent to the registrant for consideration. If they accept they pay a £150 deposit, following this a desktop and then a site visit/survey is carried out. The customer's requirements are discussed and finalised - the customer can check online the cost of the changes they have made e.g. adding another panel or including a battery.

The customer can withdraw their interest any time **before** installation (and subject to T&C's have their deposit returned) and payment for the goods is not made until after installation. If at any time during the pre-installation process the installation is not possible then the customer is not obliged to continue with the installation, i.e. can't achieve planning if required or panels can't be fitted to building etc.

## 12) Who owns the product?

The customer outright purchases the PV panel and installation. There should be no issues on ownership should the customer wish to sell their property with the panels.

## 13) What is the EV option listed in the proposal?

EV is an option we introduced as an add-on this year i.e. you can add it to solar and or storage but not have it stand alone. Unsurprisingly take up is low (c10%) as people will want a point fitted when they buy an EV rather than wanting to arrange it through our scheme which does not provide immediate installation.

- 14) We understand that there may be some extras that may not be made known up-front, i.e. extra batteries for max storage capabilities, wire to stop bird nesting, are these standard items within the industry or do they differ dependent upon the installing contractor?**

The prices for extras are fixed in the auction.

- 15) We understand the scheme can also work if you already have panels, not just for those newly adopting solar power, is this correct and are these included the DM, if not, could these be added?**

Households with PV can register for retrofit storage through the scheme. They could also apply for a new array to be added although this would be a separate system with its own inverter - you can't just add on more panels.

- 16) We understand that it takes approx. 12 weeks after installation to get the permission from the District Network Operator (DNO) to export to the grid?**

The installing contractor will apply to the DNO on behalf of the customer. After the survey the installer will start this process and book their installation accordingly, it generally should not be the case that the customer is installed whilst still waiting for DNO approval.

You cannot apply for a Smart Export tariff until you have your MCS certificate after installation, this is provided in the handover pack sent to a customer after they have paid their invoice. It can take approximately 2 weeks after install for the handover pack to arrive (assuming customer pays within 10 day payment terms). Customer will also need to ask their energy supplier to fit a SMET2 smart meter to benefit from a SEG tariff, we recommend they start these conversations as soon as possible.

- 17) We understand that there needs to be a change to the customer's way of using power in order to achieve max benefit i.e. Use the washing machine/dishwasher/tumble dryer at noon when there is lots of sun and its being powered directly off the panels, rather than in the evening and running off the batteries (and potentially the grid once you have drawn down all the stored energy). Is this made known to the customer how to make the most of the product?**

The customer has a full briefing in the handover from the installer during which these types of things can be discussed.

- 18) What considerations are there with regards planning permission requirements, both with PV and EV? And, in the case of EV charging there will need to be agreement from the Highway Authority on installation of EV where it involves dropped curbs i.e. no trailing cables over the pavement or highway?**

**Do iChoosr make it clear about the suitability criteria for PVs & EV for households? In particular in conservation areas where permitted development rights may have been removed? And can we ensure that EV and battery storage will be subject to the same level of scrutiny as the solar PV to ensure they represent best value for money?**

iChoosr is not currently making the recommendation for EV charge points as it is not included as standard within the solar panel offer. The installers will make a recommendation to the customer for an EV charge point based on their circumstances and requirements, this recommendation will take into account planning requirements and safety requirements - i.e. not taking cables across pavements.

Regarding planning permission in general, we advise customers that they need to check with their local authority regarding planning as requirements vary, but we give some generic advice on our website: <https://solartogether.co.uk/adur/info/planning-permission>

**DBC Planning department confirmed the following:**

*Some PV is PD – see Class A of Part 14. If the limitations / conditions within that Class are exceeded then a planning application is required. The same applies to electrical outlets for recharging vehicles and electrical upstands for recharging vehicles, which are considered under Class D & E of Part 2, respectively.*

*If a resident makes an enquiry we would try and make a quick assessment based on the PD rules (known as the General Permitted Development Order), but ultimately we would advise them to make an application for a Lawful Development Certificate if they want a formal answer to the question, “Do I need planning permission for...?”*

*These rules are applied national (i.e. for each of the LA’s). We don’t see any issue with us promoting PV and EV installations, but would advise the standard caveat ‘subject to planning – please check whether planning permission is required’. We would also advice that the purchaser checks with Hertfordshire Building Control for any Building Regulations that may be required.*

- 19) How the contractors will ensure that roofs are structurally sound to take the weight of the systems being installed. Will there be any Building Control involvement or structural engineers to confirm the roof is suitable to take the weight of the system proposed?**

TBC

- 20) Can we combine this scheme with our Green Homes Grant work – i.e. where we are signing up homes for solar PV we could refer to the scheme for installation?**

The scheme is targeted at those ‘able to pay’ and therefore does not work in conjunction with the GHG, which does not cover PV.

- 21) How are customer service issues usually dealt with? Is the usual route for complaints/issues Stage 1 = Installation contractor; Stage 2 = iChoosr; Stage 3 = relevant local authority/customer services department?**

Correct; however issues should be limited as the provider provides regular update/delivery reports and iChoosr provide a regular customer service report

Should the customer be unhappy with the service, they contact the provider in the first instance, should the issue not be resolved this will be escalated to iChoosr to resolve.

iChoosr has worked with over 150 local authorities on the energy switching and solar schemes since 2012 and appreciates the requirement for excellent customer services to minimise complaints and, where they do occur, the importance of managing them.

- 22) What happens if the customer is un-happy with their customer experience/process?**

If the customer feels the issue has not been resolved through either the installation contractor or iChoosr then they should be afforded the option to escalate their issue through their respective Local Authority, The following options have been set up by other LA’s to resolve this: either:

- a) Each LA issues their own customer service number and treats the scheme as 'business as usual' (with support from HGC/HSOG in liaison with iChoosr) or
- b) HCCSP board considers allocating a Member to represent/be main point of contact for all the LA's, with support from HGC/HSOG in liaison with iChoosr (this has been successful for the Suffolk scheme).

See Q9 Officer/comms meetings to agree the customer experience process in the event of an issue

**23) Please can we see the specification being suggested for the installs, are they string inverters, or micro inverters and how are they being monitored for failure?**

We do not currently offer micro inverters through the scheme, the inverters are string inverters. We allow installers participating in the auction to select which brands they will use, however they must specify which brands will be used upfront and they are obliged to comply with the fixed conditions defined by iChoosr to ensure product quality.

Customers will be aware of what brands are being offered before they choose to go ahead with the installation and will be able to access downloadable product spec documentation and all components must be rated as per the requirements in MIS3002.

The systems installed through Solar Together come with monitoring software.

**24) What is the monitoring system? Are customers able to engage to check on performance?**

The monitoring system will be unique to the panels used for the installation. The customer will be shown how to use it as part of the handover by the installer when the installation is complete.

**25) Will the system be MCS registered – what level of warranty will be provided, will the warranty be insurance backed in the event of the contractor / manufacturer going into receivership?**

**Workmanship Warranty and Insurance Backed Guarantee:** All Solar Together installations include a workmanship warranty valid for 10 years. With the workmanship warranty, the workmanship regarding the correct functioning of the various system components such as solar panels, inverters, mounting material and other materials is guaranteed. The installer guarantees the correct operation of the entire system, and ensures a cost-free repair if the system does not operate correctly due to bad workmanship.

This workmanship warranty is safeguarded by an Insurance Backed Guarantee, which means an insurer will take over the warranty in the event that installer ceases to trade in the future. DBC will request confirmation of a valid insurance as part of the due diligence.

**Quality Inspections:** An independent and specialised third party will thoroughly audit about one in every 25 installations completed as part of Solar Together to ensure that work has been delivered according to standards.

**Product Standards:** We allow installers participating in the auction to select which brands they will use, however they must specify which brands will be used upfront and they are obliged to comply with the fixed conditions defined by iChoosr to ensure product quality.

Customers will be aware of what brands are being offered before they choose to go ahead with the installation and will be able to access downloadable product spec documentation and all components must be rated as per the requirements in MIS3002.

Solar panel product conditions include: Manufacturer (production facility) of the solar modules is:

- MCS Product certified
- CE compliant
- Tier-1 according to BNEF's latest Tier list
- Silicon Module Super League panels are preferred
- Modules are supported by a WEEE compliant recycle scheme
- Modules are all Black, Mono-Crystalline (PERC). All visual parts (i.e. module clamps) of the mounting materials are black
- Minimum module efficiency of 18.1%
- Minimum power output of 330 Wp
- Product (Mechanical) Warranty from the Manufacturer of at least 12 years.
- Performance Warranty of 25 years (At least 90% of the Nominal Module output for the first 10 years and at least 80% in the 15 years following the first 10 years, or better)

**26) What is the relationship between iChoosr and Solar Together?**

iChoosr is a Dutch owned company, registered in the UK, iChoosr is the registered business name (that DBC will enter into contract with) and Solar Together is the brand name that supports the programme i.e. Solar Together Hertfordshire, Solar Together Suffolk etc.

**27) Will there be an after sales service for ongoing repairs and maintenance. I understand it is quite difficult to get engineers back to fix systems?**

There should be no requirement for maintenance, other than occasional (every few years or so depending on area) cleaning with water only (usually can be done by a window cleaner with a long brush)

Per the 10-year workmanship warranty, the installer guarantees a free repair in the event that there are issues with the installation as a result of their workmanship. This is insurance-backed so in the event that the installer is no longer trading then the warranty will be covered by an insurer. Should the products fail then these are covered by the product warranties.

**28) Does the scheme cover the whole district? /Is there a maximum number of participating households?**

The scheme is intended to cover all of Herts and potentially to include Bucks. There is no maximum, but a minimum of 30-50% of eligible households is required, which for Herts is around 100k

**29) Are social housing providers, schools, businesses, retail (or similar orgs) able to register interest and benefit from the bulk buy scheme or whether it's really only for individual residents?**

In principle, yes any premises that could accommodate PV (and/or EV's) could benefit, the main point of the scheme is 'volume of custom' and whether the property has the right to receive the product such as ownership/lease agreements etc. This is an opportunity that could be discussed if the project was successful and there was an appetite to repeat the process (see Q33).



### **30) Can we work with other Counties?**

Yes, we can work together and be contractually independent of each other. Some lead authorities will never have enough relevant properties, so to allow them obtain the benefits for their residents they can join the auction process, but they are contracted separately with iChoosr.

### **31) Why iChoosr vs Solar Streets programme?**

The iChoosr scheme is similar to the Solar Streets programme, however feedback suggests that sign up can be low as it relies on at least six households on a single street to sign up before the provider installs the panels. The iChoosr scheme isn't limited by street and would cover all of Herts County, with the potential therefore for an improved sign-up rate.

### **32) The Solar Streets programme includes £50 contributions from each sign-up into a Community Fund to be used on Green Community Projects. Do iChoosr offer something similar, if not is this something they would consider?**

iChoosr pays a referral fee for each installation which could be diverted all, or in part, in to a community fund. *(Please note this option to be discussed with HGC internal partners and does not form part of the proposal at this time).*

### **33) Could the two scheme run together?**

The two schemes could operate at the same time, however we would need to consider that this would result in more officer resource to set-up/manage, and whether this could be confusing to residents!

### **34) Are there any procurement issues with using iChoosr?**

There is precedence with other LA's that this is the only provider of this type for local authorities and therefore entering into a contract with a single source concession is within the relevant procurement rules, and if required it could be considered a pilot project for a set number of years which allows for other companies to enter the market and be considered in future tenders.

DBC procurement and Finance have confirmed they are happy with the approach we have taken to directly appoint iChoosr and cannot foresee any issues for DBC to therefore sign the contract.

### **35) If there are any surplus funds arising from the commission could the money be transferred to HCCSP so a decision can be made on how it is spent in the future?**

There is unlikely to be a surplus, it is designed to be cost neutral, but in the event there is, technically the monies are to remain with HGC as we received the funds as part of our Bid for funding and we would look to use them elsewhere in line with programme, however if there was an appetite to repeat the residential process this is something we could consider to help facilitate during another cohort.

### **36) What is the overall value of the contract for the installing contractor and what financial benefit does iChoosr receive from signing a contract with the Local Authority, which ultimately allows iChoosr to contract with the installing contractor?**

DBC procurement have confirmed they have no procurement issue for us to direct appoint iChoosr for this project. And as the cost is below the Council's tender threshold which is £75k therefore his can be awarded under the Council's quotation process.

In terms of the money companies could make off the back of the agreement whilst this is not relevant to the Council as we are not part of that agreement, if the Council are allowing a company to make money off the back of an agreement we have with a company then this would fall under the concession regulations which carries a higher WTO (formally OJEU) threshold of £4,733,252.

iChoser confirm that based upon best case scenario of update of sales within Herts and Buck/Berks combined their fee/income would be below this threshold and therefore the LA's would not be in breach of procurement rules.

### **37) Who signs the contract?**

The contract is directly with iChoosr to allow them to undertake the auction and approach the residents on behalf of the relevant authority(s). The successful installing contractor then enters into a contract with iChoosr to supply and install the product.

The contributing authority usually signs the contract with iChoosr on behalf of the other authorities to support this approach and ensure buy-in from the joining authorities, DBC have issued a draft MOU for sharing with all parties to agree with their legal team in readiness for the contract signing date. Other authorities have undertaken a similar process with success as the contract is fairly standard, but there is an opportunity for amendments to be made to satisfy the relevant authority that the risks are minimal and therefore acceptable.

DBC Legal has confirmed that they are able to sign the contract direct with iChoosr, supported by the MOU from each authority (that wishes to join).

### **38) Can the contract be amended?**

Yes, DBC has reviewed the contract and made amendments to reflect the Modern Slavery, access to proof of PL and relevant indemnities.

### **39) What does each authority need to do?**

Some Officer time is required to review and help support the report for board approval, but Officer time is minimal as iChoosr undertake the main bulk of the customer contact and delivery process.

- Approve the mailshot letter for their area.
- Provide links to their webpage for the 'Solar Together' scheme.
- Agree other marketing opportunities to guide residents to sign up with iChoosr
- Provide the relevant branding/comms guidance.
- Provide iChoosr with the relevant private resident addresses (no GDPR as no names are used).
- HGC will pay for the mailshot and re-coup the monies to make it cost neutral/for profit.
- Agree a route to customer recourse / issue a customer services contact number / or provide details of a Member to represent the whole group.
- Support the other authorities where required

### **40) How will iChoosr know tenure of residential properties and can someone apply without receiving a letter?**

iChoosr will work with HCC GIS team to run a set of parameters that they have identified that can establish the occupants' likely tenure and they will be invited to check the criteria to see if they are eligible. This is also the route to eligibility for anyone interested (without being invited via DM). The link we share on our website will take interest parties to the eligibility checker before they can proceed to next phase.

**Report to:** Cabinet  
**Date of meeting:** 28 February 2022  
**Report of:** Transport and Infrastructure Manager  
**Title:** CCTV operational review update / Use of mobile CCTV cameras

**1.0 SUMMARY**

- 1.1 CCTV plays a critical role in the council achieving its Council Plan 2020-24 ambitions of ‘A happy and healthy town’, supported by its commitment to ensure ‘a safer Watford’.
- 1.2 This report provides an update on the progress of the ongoing review of the CCTV operation in Watford, and highlights the need for early action on the implementation of mobile CCTV technology to help in the response to fly-tipping and incidents of localised vandalism and anti-social behaviour.
- 1.3 Alongside the current review, which will report later in 2022, there have been issues emerging in the town relating to short-term incidents at locations not currently covered by CCTV equipment, which could benefit from CCTV supervision without the need for extensive and longer-term infrastructure. The use of mobile CCTV technology is, therefore, being proposed for these locations to provide the solution needed.

**2.0 RISKS**

Nature of risk	Consequence	Suggested Control	Measures Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Failure to comply with all legal regulations relating to CCTV when deploying mobile CCTV pilot	Deployment failure  Legal challenge  Reputational risk	Seek legal advice on deployment.  Evidence that all regulations have been followed with clear audit trail and sign off process	Treat	4 x 2 = 8
Failure to explore the impact of a pilot scheme before final recommendations of overall CCTV review	Loss of opportunity to establish an effective mobile CCTV solution	Plan and deploy a three month pilot solution	Treat	3 x 2 = 6

Failure to engage with Hertfordshire County Council / Ringway effectively in advance of CCTV mobile pilot	Late deployment	Early engagement  Escalation of any issues arising	Treat	3 x 2 = 6
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### 3.0 RECOMMENDATIONS

3.1 Cabinet is asked to:

- a) Note the progress of the CCTV in Watford review.
- b) Agree to the implementation of a mobile CCTV pilot, subject to identifying and agreeing suitable sites, and the discharge of statutory duties and legal obligations in relation to privacy, data protection and consultation.
- c) Approve the allocation of £20,000 from the Council's Renewal Fund to support this activity.

**Contact officer:**

**Further information:** Gary Bridges, Transport & Infrastructure Manager  
[Gary.bridges@watford.gov.uk](mailto:Gary.bridges@watford.gov.uk)

**Report approved by:**

Kathryn Robson, Executive Head of Strategy and Communications

### 4.0 BACKGROUND

- 4.1 A regular review of the CCTV operation, including a sense check on camera locations, a review of policies and guidelines and an investigation into new technologies, is essential for a healthy and effective CCTV operation, and it has been Watford's practice to carry out such reviews in order to ensure the ongoing effectiveness and value for money of the system.
- 4.2 The current review has been in progress since November 2021, and has focussed on new technologies, changes to national policies and compiling a full and complete inventory of existing equipment, including its condition. The review is due for completion in March 2022 and will inform the future development of the system, procurement of maintenance and operator contracts, and the relocation of the CCTV control room with the police station move to George Street at the end of 2022.
- 4.3 The issues of fly tipping and incidents of anti-social behaviour in locations not covered, or accessible, by existing CCTV provision is an area which the council's team responsible for CCTV has been asked to explore to help inform a pilot scheme and to feed into the

recommendations of the overall review. The council is currently aware of hotspots across the borough (such as St Albans Road (Bruce Grove) and Percy Road) and proposed locations for the pilot will be brought forward for agreement.

#### 4.4 **Current CCTV system**

Watford Borough Council owns, manages and operates the town centre and remote CCTV system from a purpose built control room at the police station in Shady Lane, with currently around 300 cameras. The majority of the CCTV system operates on wifi 'virtual' links to collector points, or hubs, around the town, which are then fed back to the control room at the police station via another wireless or hard-wired link. This system relies on clear line of sight between cameras and hubs, and makes the installation of standalone or remote sites complex and expensive, and unable to integrate fully into the main monitoring suite.

#### 4.5 **Mobile cameras**

Cameras that carry 4G / 5G connections are now becoming more commonplace. These can operate independently, like mobile phones, and communicate wirelessly back to the control room, without the need for a physical or virtual link. This enables single cameras to be deployed remotely and to be removed and relocated easily, allowing them to be used for short-term operations at key sites.

4.6 This technology is currently not yet in place in our CCTV operation but is likely to be recommended for wider use in the current CCTV review as a more cost-effective and useful alternative to the widespread use of fixed cameras. However, it is felt that piloting a mobile solution will be helpful in advance of the completion of the full review.

4.7 It is proposed, therefore, to invest in a suite of mobile cameras that can be used in such circumstances, and to initially deploy them at key sites identified around the town to combat localised problems of fly-tipping and anti-social behaviour that would not normally be accessible by the main CCTV camera system.

#### 4.8 **Technical**

Whilst the equipment is simple to install and operate, and relatively inexpensive, the camera needs to be mounted in a safe, discreet and non-intrusive location and have external power to operate.

4.9 The best scenario would be to mount on a suitable lighting column and to introduce a commando-style power socket to connect the camera, but this would require an element of lead time for approval from Ringway, Hertfordshire County Council's street lighting contractors, and to carry out the necessary modifications to the lighting column.

4.10 Alternatively, portable tripod arrangements can be used and the camera powered by external battery, but these are less secure, less reliable and, potentially, more expensive.

4.11 Each camera installation also needs an Operational Requirement Statement, which sets out the stated purpose and key areas for observation and should then be authorised by the Elected Mayor as Portfolio Holder for Community Safety. Alongside the operational justification a new camera would require a Privacy and Data Protection Impact Assessment

and compliance with the statutory code of practice issued by the Biometrics and Surveillance Camera Commissioner and an appropriate level of consultation, which could all add to the lead time and potentially reduce the impact of the camera installation. It will be important, therefore, to explore at an early stage whether blanket technical approvals are available to reduce installation lead times, and to ensure we comply with the statutory guidance and legal obligations to establish appropriate levels of assessment for future installations.

#### 4.12 **FINANCIAL**

4.13 Initial estimates for the purchase and deployment of mobile CCTV cameras are in the region of £3,000 each for supply and £1,000 each for installation. There would also be a cost of around £1,000 each time a camera is redeployed, to cover the installation of a commando socket and the physical removal and relocation of the camera.

4.14 Costs for tripod mounts and battery power have not yet been established, but may be considered as a viable alternative, subject to reasonable supply costs and suitable security arrangements being possible when deploying on site.

4.15 The current CCTV operational budget carries some funds to cover additional site development, and would support the initial capital costs for the CCTV equipment and installations. Costs for redeployment and future development should be considered as additional expenditure from future CCTV budgets and allocated accordingly.

4.16 To support the pilot and subsequent roll out this year, a bid to the Renewal Fund of £20,000 will be submitted for approval.

#### 4.17 **NEXT STEPS**

- a) Purchase camera equipment for trials at up to three key locations
- b) Identify potential locations based on local knowledge and current issues, and draw up a priority list for the pilot sites in line with the outline programme in 4.18
- c) Develop protocols for future locations to be part of the overall CCTV review
- d) Explore alternative mounting and powering methods for short term use
- e) Review and update policies and assessments to suit mobile camera installations
- f) Discuss with Ringway and Hertfordshire County Council the use of blanket approvals for lighting column installation
- g) Discuss the use of CCTV images with the police in terms of how they will use the images to support community safety priorities in the town

#### 4.18 **INDICATIVE TIMELINE FOR MOBILE CCTV PILOT**

Below is an indicative timeline for introducing the mobile CCTV pilot:

### **February / March 2022**

Collate a list of potential sites and review for suitability

Assess each site and produce a final priority list for implementation

### **April 2022**

Carry out statutory reviews / assessments for each priority site

Carry out local consultation

Prepare individual site designs

### **May 2022**

Procure equipment and arrange for site installation

### **End of May 2022**

Go live with priority sites

## **5.0 IMPLICATIONS**

### **5.1 Financial Issues**

5.1.1 The Shared Director of Finance comments that there is sufficient budget to implement the pilot scheme both in terms of the capital cost of purchasing the mobile cameras and the associated revenue costs of installation and deployment. A request for £20,000 will be made to the Renewal Fund to support the delivery of the pilot.

5.1.2 Any budget implications arising from changes proposed as part of the pilot will need to be brought forward as part of the normal budget process.

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

5.2.1 The Group Head of Democracy and Governance comments that the mobile pilot would need to ensure that all legal requirements and regulations relating to deployment including Privacy and Data Protection Impact Assessments and compliance with the Surveillance Camera Code of Practice are actioned before any new CCTV cameras are installed.

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

5.3.1 Under s149 (1) of the Equality Act 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

5.3.2 An Equality Impact Analysis is being developed as part of the overall CCTV review.

#### 5.4 **Community Safety**

5.4.1 CCTV provides an important measure in supporting the council achieve its Council Plan theme: A happy and healthy town, and in delivering our commitment to ensuring a safer town.

#### 5.5 **Staffing implications**

5.5.1 Additional evidence captured by the mobile CCTV pilot may need to be reviewed by the council's Community Protection team. The extent of this will be one of the points to be considered as part of the review of the pilot.

Background papers – Watford Council Plan 2020-24 and Delivery Plan 2020-22



Part A

**Report to:** Cabinet

**Date of meeting:** Monday, 28 February 2022

**Report author:** Head of Property Investment & Regeneration

**Title:** Approval of Croxley Business Park Business Plan

## 1.0 Summary

- 1.1 At the point of entering into the long lease of Croxley Business Park in July 2019, the council and its team of advisors inherited a business plan from the Park's then owners, Columbia Threadneedle. This Plan had been developed since 2014 and was geared to upgrading the environment to ensure Croxley was considered one of the leading business parks in the South East. A new business plan was however required in order for the council to meet its own objectives and to ensure the Park delivered on the rationale behind the council's acquisition.
- 1.2 The key financial objectives that were agreed by Council at its meeting of 23<sup>rd</sup> January 2019 was that there would be a net revenue of £1.5m (unindexed) per annum delivered over the first 10 years, and thereafter £1m per annum. The capital contribution secured by the council as part of the lease agreement was to serve two primary purposes, being to fund planned and preventative maintenance across the buildings on the park and to ensure the primary financial objective was met by acting as a reserve fund to deliver the same.
- 1.3 Since the council acquired the Business Park in 2019, contracted rents have grown from £9,669,940 to £12,627,463. When compared to the original projections prior to purchase, this is a positive improvement compared to the original financial model, and to date the Park is meeting the performance objectives adopted at the time of acquisition.
- 1.4 To assist in any business plan formulation, over the course of 2020 a financial model was developed by the council with the assistance of the asset management team at Lambert Smith Hampton Investment Management (LSHIM) and Grant Thornton (GT), to allow forecasts to be made on a letting by letting basis across the Park. This allows decisions to be taken by the council on letting terms, refurbishment proposals and lease events (rent reviews, lease renewals/extensions, dilapidation claims etc) that are aligned with the key financial metrics as outlined in 1.2 above.

1.5 With the benefit of this model, the Croxley Business Park team, comprising WBC officers, LSHIM, Columbia Threadneedle Investments (as asset advisors) and Workman LLP have developed a Business Plan for the 2022/2023 financial year following on from the approval of the 2021/22 plan. The plan is to be updated annually and brought back to Cabinet for approval on that basis.

1.6 As previously adopted, to allow WBC officers to actively asset manage the Park during the course of the year, it is proposed that delegated authority be granted such that lease events (including rent review, lease regears, dilapidation claims etc) can be approved by the responsible officer, provided such approvals are in line with the tolerances set out and described in the Business Plan. Such delegated authority will not require renewal annually, but will be aligned in accordance with the prevailing Business Plan as approved by Cabinet.

## 2.0 Risks

### 2.1

<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)
No Business Plan is developed and approved	There will be no means by which Finance can accurately forecast the performance of the park	Adopt a Business Plan for each financial year	Treat	4
No Business Plan is developed and approved	Individual decisions will be taken with no ability to ensure they will meet the performance expectations	Adopt a Business Plan for each financial year	Treat	4
No Business Plan is developed and approved	Authority for entering into leases, and other lease events will be brought back to Cabinet on a frequent basis, leading to possible abortive deals	Adopt a Business Plan for each financial year	Treat	4
The market moves	The forecasts in the model will no longer	Monitor, through the quarterly PIB	Treat	8

significantly within year and the Plan is no longer relevant	be relevant/realisable.	reports the performance of the Park against the adopted Plan		
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### 3.0 Recommendations

Cabinet is asked to:

- 3.1 Approve the Business Plan for 2022/2023 as produced by LSHIM, and more particularly as attached at Appendix 1.
- 3.2 Agree the delegations to the Head of Property Investment & Regeneration as outlined in paragraph 4.5 and also set out in Appendix 1.

**Further information:**

Peter Hall  
 peter.hall@watford.gov.uk

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

### 4.0 Detailed proposal

**Performance**

- 4.1 Whilst full details of the income performance is contained within the Part B Appendix, it is relevant to note the following achievements.
- 4.2 The projected headline rental levels assumed at the time of purchase have been met to date where a lease event (new letting, lease renewal or rent review) has occurred.
- 4.3 The completion of Building 1 comprising 85,000 sq ft was met in March 2021, a month ahead of schedule, despite Covid and the national lockdowns. A letting of the top floor of c20,000 sq ft to Signet has now completed.
- 4.4 It is anticipated that some occupiers will vacate due to lease expiries or breaks and a further programme of refurbishment of vacant units will be required. The refurbishments proposed in the Business Plan will ensure that an appropriate level and variety of office suites/floors will be available to prospective tenants and industrial units refurbished when available to ensure product availability.

## Delegations

- 4.5 Once endorsed by the Council, this business plan will provide the Head of Property Investment & Regeneration with the authority to agree all matters within the parameters of this report, specifically items covering:

Items	Delegated Authority subject to:
New lettings	The headline rents and rent free being at, above (or not less than 95%) of the operational model assumptions in Section 1 of the business plan.
Lease renewals	The headline rents and rent free being at, above (or not less than 95%) of the operational model assumptions in Section 1 of the business plan.
Rent Reviews	The average rent over the review period being at or above (or not less than 95%) of the levels in Section 8 of the business plan.
Refurbishments	The refurbishments be committed up to the levels specified in Section 7 of the business plan, with a 10% tolerance if costs increase during the year.
Dilapidations	Dilapidations to be agreed at levels specified in Section 7, with a 15% tolerance if dilapidations assessments are marginally below these levels.
Service Charge	Approval given to authorise the budget for 1 <sup>st</sup> July 2022 – 30 <sup>th</sup> June 2023 at a tolerance of between 10% +/- from the current service charge budget.

- 4.6 Items not covered by these approved delegations will be authorised on a business case basis in accordance with the council's Scheme of Delegation.

## 5.0 Implications

### 5.1 Financial

- 5.1.1 The Shared Director of Finance comments that the proposals are within current budgets and the business plan is in line with the originally projected financial model.

### 5.2 Legal Issues (Monitoring Officer)

- 5.2.1 The Group Head of Democracy and Governance comments that providing delegated authority to the Head of Property Investment & Regeneration will enable transactions to be completed promptly.

### 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 no Equality Impact Assessment is required.

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.

## 5.4 **Staffing**

5.4.1 The modelling is being undertaken by existing team members within Finance with support and training from external advisors and surveying support from within the Property Investment & Regeneration team. No additional staffing is required as a result of adopting the Business Plan or the use of the model in order to assess the performance of the Plan.

## 5.5 **Accommodation**

5.5.1 There are no accommodation issues arising

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

5.6.1 There are no community safety/crime and disorder issues arising

## 5.7 **Sustainability**

5.7.1 The Business Plan, by identifying refurbishment and other works necessary to prepare buildings for reletting, will take into account the requirements of building regulations and other statutory requirements (eg MEES legislation) prevailing at the time and any relevant works of repair will in particular consider appropriate energy efficiency measures to assist in delivering the Council's target of net carbon zero by 2030.

## **Appendices**

- Part B Appendix 1 – Croxley Park Business Plan – 2021.

## **Background papers**

- Acquisition of Leasehold Interest in Croxley Business Park – Extraordinary Council, January 23 2019 Council Report.

Part A

**Report to:** Cabinet

**Date of meeting:** 28<sup>th</sup> February 2022

**Report author:** Shared Director of Finance

**Title:** Watford Commercial Services Business Plan update

## 1.0 Summary

1.1 This report updates the Members with the Watford Commercial Services (WCS) Business Plan 2022-2027.

## 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)
That Cabinet does not approve the WCS annual Business Plan	Will cause delay to the delivery of programme and the councils housing objectives	Cabinet to approve the annual Business Plan	Treat	1
Investment with a counterparty that subsequently defaults	Recovery of principal will take longer	Invest in accordance with the Councils Treasury Management Policy	Tolerate	2
That the estimates used in the Hart Homes Business Plan will not be sufficiently accurate.	Budget not correct	Mitigate through regular budget monitoring	Treat	3
Delay of programme delivery	Delay to housing targets and potential budget overspends	Mitigate through regular progress monitoring	Treat	3

### 3.0 Recommendations

- 3.1 Approve the Watford Commercial Services Business Plan for 2022-2027 attached as appendix A;
- 3.2 Note that the business plan reflects the Hart Homes schemes all proceeding on an optimistic programme, the WCS Board note that the timings could well slip, with the implications of investment and returns happening later than those projected;
- 3.3 Note that should Cabinet approve the creation of the Shareholder Board that Board will receive on a regular basis a report setting out the services provided by WCS and the performance compared to the agreed KPIs

**Further information:**

Alison Scott

[Alison.scott@threerivers.gov.uk](mailto:Alison.scott@threerivers.gov.uk)

01923 727188

**Report approved by:**

### 4.0 Detailed proposal

- 4.1 Whilst the full Business Plan is appended as a part B report due to the commercial sensitivity of potential schemes a brief summary of the plan is set out below:
- 4.2 WCS has been established by Watford Borough Council (WBC), for the purpose of facilitating the joint venture arrangement with Watford Community Housing Trust to form Hart Homes (Watford) Development LLP (HHWDLIP) and to also enable the Council to trade and act for commercial purposes beyond the joint venture.
- 4.3 The objectives of the LLP are: -
- To increase the supply of housing for sale and rent
  - To generate additional income streams to enhance the core objectives of WBC and the Trust
- 4.4 This will be achieved through maximising the potential of existing assets within Watford and actively seeking opportunities inside and outside the Borough.
- 4.5 Additional commercial purposes beyond the joint venture are yet to be developed in detail and as such this business plan will focus on the activities of the LLP. Further business plans will be prepared for approval as additional commercial activities are developed.

## **Business Model**

- 4.6 WBC and the Trust have agreed that the LLP will be a Limited Liability Partnership with equal investment by the members to facilitate projects and equal subsequent profit distribution.
- 4.7 To maximise the return generated by the initiative, a structure has been devised which will ensure
- that the regulatory requirements of the members are met
  - the most efficient use of assets and capital to generate returns
  - enable the venture to develop housing for sale
  - act as developer for Hart Homes (Watford) Ltd for housing for rent
- 4.8 The LLP will undertake development of property for sale and will be instructed by WBC and the Trust, through their subsidiaries WCS and Clarendon Living, to deliver any schemes. It will also act as developer for the Ltd Company in respect of properties to be retained for rental.

## **Aims and Objectives**

- 4.9 WBC and the Trust have agreed that the joint-venture will seek to increase the supply of affordable housing, primarily in Watford Borough and undertake development opportunities which will generate profit for the benefit of the members' organisations
- 4.10 It is an aspiration that the LLP's activities should increase the supply of affordable housing through the sites which it develops and, dependent upon the individual circumstances, may provide a greater proportion than would be required through any planning obligations. Affordable housing which has an element of rented tenure will be developed on behalf of Hart Homes Watford Limited, which will own and manage such properties.
- 4.11 Affordable housing in this case may mean low-cost home ownership products, or other variants which may become appropriate through changes in subsidy arrangements, or enactments of new legislation.
- 4.12 The members are also cognisant of the national shortfall in housing production as a whole and sees its production of market sale homes as a significant contribution to ameliorating this aim.
- 4.13 Both WBC and the Trust has a significant stake in developing and improving the Borough of Watford, however the LLP activity is not constrained by its boundaries.



The LLP will consider projects which lie within one-hour's travel from the registered office, which will broaden the opportunity-base, whilst not overstressing management capability.

4.14 Similarly, projects containing an element of non-residential accommodation would be considered if appropriate commercial returns are achieved.

## 5.0 **Implications**

### 5.1 **Financial**

5.1.1 The Shared Director of Finance comments that the budget is included within the agreed capital programme budget which was approved by the Council in January 2022.

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

5.2.1 The Group Head of Democracy and Governance comments that the Business Plan must be approved by Cabinet on behalf of the council as sole shareholder. Currently the main business of the Company is to act as a 50% partner in a joint venture with Clarendon Living Limited (the commercial arm of Watford Community Housing) to develop housing.

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

5.3.1 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.

### 5.4 **Staffing**

5.4.1 There are no implications.

### 5.5 **Accommodation**

5.5.1 There are no implications.

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

5.6.1 There are no implications.

### 5.7 **Sustainability**

- 5.7.1 Hart Homes is bound by planning and building regulation requirements on sustainability. Sustainability measures in current developments include:
- modern energy efficiency methods and all electric.
  - electric vehicle charging points
  - relocation of protected species prior to development
  - maintenance of existing cycle during developments and improvements within the completed scheme.

### **Appendices**

- Part B Appendix 1 WCS Business Plan 2022-2027

### **Background papers**

No papers were used in the preparation of this report.