Watford Together

OUR TOWN. OUR FUTURE.

DELIVERY PLAN 2020-2022



Watford **isa** council that WE MAKE BOLD CHOICES AND FOCUS ON WHAT MATTERS TO OUR TOWN dets AND RESIDENTS. things done.

WE PRIDE OURSELVES **ON THINKING BIGGER FOR** WATFORD. OUR FOCUS **IS AND HAS ALWAYS BEEN TO ACHIEVE THE BEST**

FOR OUR TOWN, OUR

RESIDENTS AND OUR

COMMUNITIES.

IN WHAT HAVE BEEN SOME OF THE MOST **CHALLENGING TIMES WE HAVE EVER FACED. IT IS NOW MORE IMPORTANT THAN EVER THAT OUR BIG IDEAS CAN SET THE RIGHT DIRECTION FOR WATFORD** AND ACCOMPLISH GREAT **THINGS FOR THE FUTURE.**"

Elected Mayor of Watford, Peter Taylor Watford Borough Council Plan 2020-24

ur Council Plan 2020-24 sets out our ambitions and our three overarching themes for Watford over the next four years - a council that serves its residents, delivering a thriving, diverse and creative town, and a healthy and happy town. We know that our plans are ambitious, but we are driven by our shared purpose to make Watford even better for everyone.

This Delivery Plan shows how we will focus our work to bring the Council Plan to life, making sure we deliver what we said we would over the next 18 months.

Under each theme, we clearly set out our key priority areas of action, which we are committed to achieving by 2022. These actions cut across and support the delivery of our themes, linking together to shape a bright future for Watford.

Everyone in the council has a part to play in the success of this Delivery Plan and we will regularly check how well we are doing through quarterly reports to our Elected Mayor and Cabinet. We will also publish an annual update to our residents and community, so they can be confident that we are keeping our promises.

Whilst not everything we do is captured in this plan, we apply the same rigour and high standards to all our work so we continue to achieve more for Watford and our residents. Sitting alongside both our Council Plan and Delivery Plan is our Organisational Development Strategy, which shows how we will support our staff to reach their potential and rise to the challenges of working at Watford, and our Financial Plan, which makes the vital link between our budget and our ambitions.

THEME 1:

A council that serves our residents

MAKE SURE OUR COUNCIL IS A CARING AND COLLABORATIVE **ORGANISATION THAT PUTS WHAT MATTERS TO PEOPLE AT** THE HEART OF EVERYTHING WE DO

OUR ACTIONS	WHAT WE'LL DO
Provide an excellent customer experience	We will deliver a new Customer Experience Strategy covering the next five years to ensure that we provide an excellent end-to-end customer experience across all our services.
Ensure a continual focus on customer needs	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.
Address digital isolation	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.



We will deliver the new waste and recycling service to cut waste, increase recycling and ensure the sustainability of our service.

We know that our customers value great and easy access to excellent services. We will develop a new approach to ensure 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.

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

EMPOWER LEADERS AT ALL LEVELS IN OUR COUNCIL TO INSPIRE OUR ORGANISATION AND OUR COMMUNITY

OUR ACTIONS

WHAT WE'LL DO

Introduce a new Organisational **Development approach** We want to make sure that we develop, motivate and inspire our staff, whilst ensuring 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.

Improve our internal decision-making so that it is agile and effective

Improve succession planning and talent management and recruitment

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.

We will ensure we open up opportunities for staff to build their skills, experience and knowledge so that working for our town can be a fulfilling career. Where we do need to recruit, we will ensure we recruit the very best candidates from those that apply and seek to ensure they represent the diverse backgrounds of our residents.

FOCUS OUR BUDGET SO WE CAN DELIVER **ON OUR COMMITMENTS AND SECURE INVESTMENT TO WORK FOR WATFORD**

OUR ACTIONS	WHAT WE'
Ensure our investment portfolio delivers maximum value to the council	We will ensure exploring new maximise value high-quality se
Assess the feasibility of Growth Fund	We will assess economic grov in start-up and
Deliver the council's financial recovery	We will reset of and based on it to fund prioritie
Manage the council finances	We will ensure management is service outcon

'LL DO

e we are actively managing our investment portfolio, including opportunities to protect our income levels, manage risk and ue over the longer term, so that we can continue to provide services to our residents and businesses.

the feasibility of using our financial strength to support owth and provide an investment return through investing d growth opportunities.

our finances in the light of the pressures created by COVID-19 insight about possible future pressures, which will allow us ties to help Watford recover.

e that our budgets align with our priorities and that budget t is robust, forward-looking and supports the best possible mes for the money we have available.

WELCOME INNOVATION, TECHNOLOGY AND NEW WAYS OF WORKING TO CONTINUOUSLY IMPROVE

OUR ACTIONS

WHAT WE'LL DO

Ensure that our use of digital technology matches our ambition to deliver the best possible service to our residents

Deliver our Business Intelligence Strategy

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

Enhance agile ways of working for our staff

Embed resilience across the organisation

Learning the lessons from COVID-19 and listening to our staff, we will develop plans to ensure the council has modern, fit for purpose, sustainable

well-informed decisions, improve performance and provide a better customer

We will deliver a new ICT strategy for the next five-year period to ensure

We will improve how the council uses data and information to support

experience. We will use this information to monitor the delivery of our services for customers and to take action if something needs improving.

and good value for money offices to work from.

that we are making the most of new ICT and digital opportunities.

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.

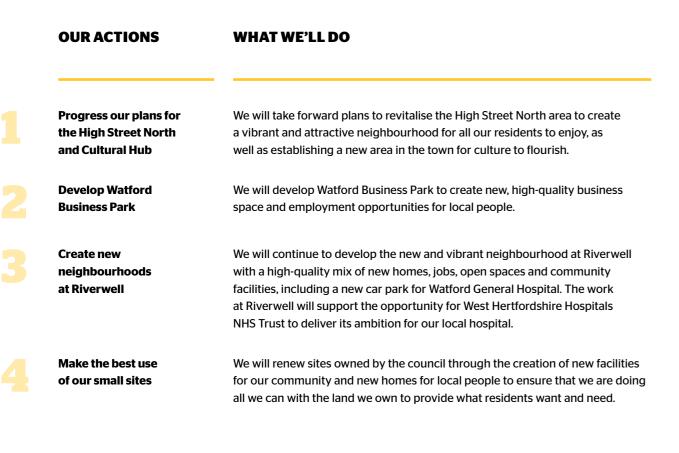
We will ensure that our staff are planning ahead and have the necessary information, understanding and agility to manage any future disruption to services and learn from this.



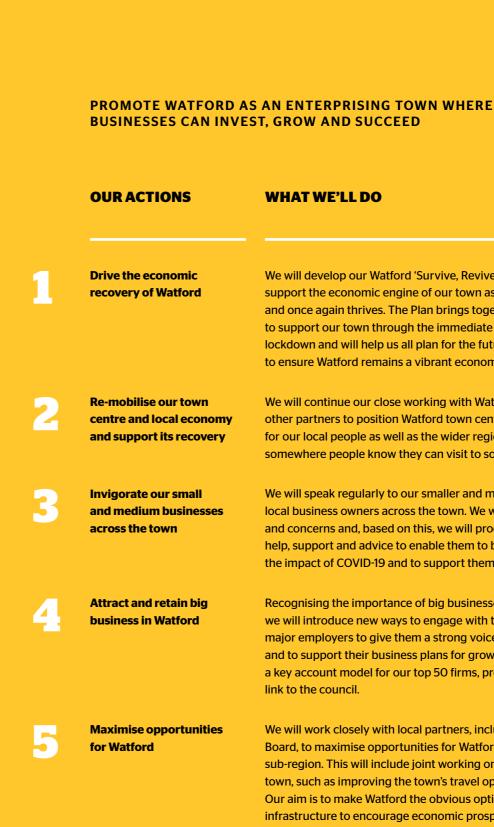
THEME 2:

A thriving, diverse and creative town

CREATE THRIVING AND AFFORDABLE **NEIGHBOURHOODS AND THE RIGHT ENVIRONMENT FOR BUSINESS TO FLOURISH**



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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.

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.

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, we will produce a package of practical help, support and advice to enable them to bounce back and thrive following the impact of COVID-19 and to support them through exit from the EU.

Recognising the importance of big businesses to 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

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.

ENSURE THE RIGHT MIX OF FACILITIES, SERVICES AND TRANSPORT LINKS AS PART OF NEW DEVELOPMENTS TO CREATE SUCCESSFUL, WELL-DESIGNED NEW COMMUNITIES

OUR ACTIONS

WHAT WE'LL DO

Achieve the right long-term balance of development, services and transport links for our town

Champion high-quality design in Watford

Develop the Watford Junction Quarter

We will produce, and deliver, a comprehensive new Local Plan for Watford, which will shape how the town will develop sustainably over the next 20 years and make sure that key development sites are underpinned with creative and well-considered masterplans. We will also work with other Hertfordshire councils on long-term spatial plans for Hertfordshire.

Through the creation of a Place Shaping Panel, use of our 3D model and developing planning guidance, we will expand how the council's planning function ensures that any development proposal designs are of a high quality.

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.

MAKE SURE WE HAVE QUALITY HOMES TO MEET THE NEEDS OF RESIDENTS, INCLUDING HOUSING THAT IS AFFORDABLE THROUGH OWNERSHIP, PRIVATE RENTAL AND SOCIAL HOUSING

OUR ACTIONS	WHAT WE
Deliver our Housing Strategy	We will produ Watford conti and sustainab
Delivery of Private Sector Housing Renewal activity	We will work t privately own particularly w
Review our strategic partnerships	To ensure tha quality homes strategic hous to provide qu

E'LL DO

luce and deliver a forward-looking Housing Strategy so that tinues to offer affordable and good-quality homes in thriving able neighbourhoods.

to support the improvement of the standard of the town's ned homes, including ensuring regulatory compliance, where this can help people's health and wellbeing.

hat we are making the most of our opportunities to deliver es that meet the needs of local people, we will review our using partnerships and ensure that we all work together ality homes for our residents.

BUILD ON OUR NEW, GREENER WAYS TO TRAVEL IN AND AROUND WATFORD AND PROMOTE THE **TRANSITION TO A LOW-CARBON ECONOMY**

OUR ACTIONS WHAT WE'LL DO **Position Watford as a** We will consult with a range of stakeholders to develop a Sustainable **Sustainable Travel Town** 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. We will launch the ArrivaClick on-demand bus service for Watford and make Implement a demandresponsive transport sure it links effectively with all of Watford's greener ways to travel so that we scheme can reduce congestion, improve air quality and provide another sustainable, but innovative, way for our residents, visitors and commuters to get around. Improve the cycling We will work with Hertfordshire County Council and our cycling community and walking network on our Local Cycling and Walking Implementation Plan to improve the cycling in Watford 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. Champion proposals for As part of our plans to encourage sustainable transport options, we will a Mass-rapid Transport work closely with Hertfordshire Growth Board to secure the best Mass-rapid **Scheme for Watford** transport system for our town, providing a further option for our residents, visitors and commuters to travel sustainably. Continue to investigate We will continue to investigate the potential for a Low Carbon Transport opportunities to create a Hub in Watford town centre to encourage more use of public transport, Low Carbon Transport Hub reducing congestion and improving air quality for everyone. **Make Watford a** Working with our partners, businesses and residents, we will, together, make sustainable town 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. Ensure that the council We will ensure that the council is active in reducing its environmental impact is a greener organisation and carbon footprint through our staff, our buildings and our operations. Sustainability will be integrated into our plans, we will reduce our use of

energy audits of our council buildings.

single-use plastics, lead by example on low carbon travel, and carry out



THEME 3:

A healthy and happy town

ENABLE OUR CULTURAL AND CREATIVE SECTORS TO FLOURISH

OUR ACTIONS

WHAT WE'LL DO

Maximise the cultural opportunities for the town

Making the most of the town's cultural and entertainment venues

Enhance our cultural partnerships

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.

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 enhance the buildings so that they are modern and sustainable.

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.

	CELEBRATE OUR DIVER TO MAKE WATFORD A P SUCCEED FROM CHILDH	LACE FOR PE
	OUR ACTIONS	WHAT WE'L
1	Ensure that everyone living in our town has the opportunity to achieve their potential	We will work wi tackle inequality and all of our re
2	Develop a heritage trail for Watford	Recognising Wa heritage throug bring Watford's
3	Review and reinvigorate how we celebrate our local heritage	Develop propos museum that er the story of our
4	Develop services to support our residents' health and wellbeing, including those with mental health issues	We will work clo available for ou Watford's Health for local people
5	Create a Dementia- Friendly Community	Working with bu dementia, we w with dementia a
6	Commemorate Watford's response to COVID-19	Building on the during the COV it commemorat invaluable contr for reflection for
7	Enhance the town's character and its physical heritage	We will produce which ensures t and enhances it

GE AND CULTURE OPLE TO AGE

L DO

h all parts of our diverse community to ensure that we so that background is not a barrier to success in our town sidents have the same opportunity to reach their potential.

tford's rich culture and past, we will celebrate the town's h developing a new innovative, digital heritage trail to past to life.

als for a modern and inspiring heritage service and ngages and educates our residents and visitors by telling town and its rich, diverse history.

sely with our partners to ensure that the right support is r residents who need it across the town. This will include y Hub which will strengthen the health support available including mental health help and guidance.

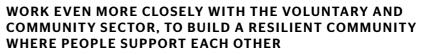
usinesses, partners, carers and residents living with Il champion Watford as a place where people living re understood, respected and supported.

community spirit and outstanding work across the town ID-19 pandemic, we will evolve Watford Together so that es Watford's response to the pandemic, recognises the ribution of our frontline workers, and provides opportunities r all parts of our community.

a refreshed Conservation Area Management Plan hat we continue to protect the character of our town s future for local people.

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

	OUR ACTIONS	WHAT WE'LL DO
1	Complete Oxhey Activity Park	We will deliver Oxhey Activity Park, an exciting new venue for skateboarding, BMX and cycling, combined with a café and community facilities.
2	Create Woodside Sports Village	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.
3	Revitalise the River Colne	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.
4	Improve our local parks	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.
5	Enhance our public spaces	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.



	OUR ACTIONS	WHAT WE'
1	Support the voluntary sector in Watford to provide positive outcomes for those in need	We will build u community sp with charitable our vulnerable
2	Ensure our community buildings benefit local residents	Through our C buildings are v to make sure t
3	Ensure a safer Watford	We will work w that Watford is

E'LL DO

upon the success of our Watford Helps initiative and harness the pirit established during the COVID-19 crisis to work in partnership le, community and voluntary organisations focused on helping le residents live healthy, happy and independent lives.

Community Asset Review, we will make sure our community well maintained, and we will work with our community tenants the buildings maximise the benefits for our local people.

with partners and use our statutory powers to ensure is a safe place for all our residents.



WORK WITH PARTNERS TO END ROUGH SLEEPING AND HELP PEOPLE ENJOY BETTER LIVES

OUR ACTIONS

WHAT WE'LL DO

Achieve and maintain zero rough sleepers on the streets of Watford

We will agree a new Homelessness Strategy for Watford, which will be reviewed on an annual basis and adapted regularly to ensure that it remains valid and supporting those in our community to achieve and maintain zero rough sleepers on the streets of Watford.

Support our residents with more complex needs and housing requirements

Continue partnership working

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.

We will work with partners to ensure that there are no rough sleepers on the streets of Watford.



Staying focused on what matters



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