

Watford Borough Council Delivery Plan Progress Update

THEME 1: A council that serves our residents

Key achievements over this period

- New waste and recycling offer launched, with over 12,000 residents signing up the new green waste service using the digital MyWatford platform.
- Road to Renewal plan, designed to support the renewal of the council and town following lockdown, approved by Cabinet on 6 July with a whole range of activities now underway or completed. Full details can be found within Appendix C.
- New internal governance approach is in place allowing for agile but robust decision making and a renewed focus on strategy and commercialisation.
- New Organisational Development Strategy developed and approved, designed to support staff to deliver the best service for residents and businesses.
- A number of key leases agreed at Croxley Business Park, attracting and retaining businesses within the local area and supporting the council's financial recovery.
- Business continuity plans across the council have been updated to reflect the lessons learnt from the first wave of Covid-19. Plans for second wave preparedness have also been finalised as part of the council's ongoing response to Covid-19, this also includes maintaining a daily active monitoring of the Covid-19 situation in Watford and working with Hertfordshire County Council, other districts/boroughs, NHS and Public Health England on suppressing the virus across the town
- Support, guidance and advice provided for the community through Covid-19, including face to face visits from Environmental Health/Community Protection, outreach and communications across the town to keep people informed and engaged

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	2
	On track	15
	Planning underway	1
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	0
Total		18

COMMITMENT Make sure our council is a caring and collaborative organisation that puts what matters to people at the heart of everything we do		Project	Key Milestones	'RAG' Rating	Update
1. Provide an excellent customer experience	We will deliver a new Customer Experience Strategy covering the next 5 years to ensure that we provide an excellent end-to-end customer experience across all our services.	Customer Experience Strategy	<ul style="list-style-type: none"> ✓ September '20- Research and analyse data sources • October '20 - Engage Leadership Board & Portfolio Holders • November '20 – Engage services • November '20 – Strategy development • December '20 – Strategy approved by Leadership Board • January '21 – Strategy approved by Cabinet • February '21 - Strategy launched 	On track	Initial draft nearing completion and will be subject to internal review during the next quarter in order to ensure that the council places our residents, businesses and customers at the heart of everything we do. The delivery of the Customer Experience Strategy will require significant engagement with members, residents, businesses and council officers from across the organisation.
2. 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	Customer Experience Strategy	Milestones subject to Customer Experience Strategy (above)	Planning underway	This activity forms an integral part of most Service Plans and remains an ongoing action across the council. However, the development of the Customer Experience Strategy will outline some focused activity to deliver this commitment.
3. 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	Watford Helps (Road to Renewal Plan)	<ul style="list-style-type: none"> • April '21 - Project Manager in place • June '21 - Options appraisal • July '21 – Develop proposal 	On track	Scoping complete but key actions not due to start until April 2021 to align with available resource. This project

	they have the same opportunities as others in our town.		<ul style="list-style-type: none"> • August '21 – Proposal approved • September '21 – Deploy approved approach 		will seek to support residents across the town to avoid digital isolation, the importance of access and skills to technology having been highlighted during lockdown.
COMMITMENT Deliver high quality sustainable services		Project	Key Milestones	'RAG' Rating	Update
1. Deliver a new Waste and Recycling offering for Watford	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 – New service launched	Complete	The new waste and recycling service launched on 1 September. This included a new chargeable green waste service which over 12,000 residents have already signed up to.
2. Embed a continuous improvement approach across all of our services.	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"> ✓ September '20 – Begin to gather insight • September '20 - Develop and deploy ongoing improvements • February '21 - Develop methodology • April '21 - Develop Business Intelligence dashboard • April '21 - Develop prioritised improvement timeline • Develop and deploy ongoing improvements - Sep 2020 - Feb 2022 • January '22 - Review of methodology 	On track	The need for continuous improvement and providing the very best service to our customers is an integral part of the work that all the councils' services undertake. However, customer insight works are now underway to inform a consistent and focused continuous improvement methodology. Ongoing improvements are being implemented as they are identified and will continue to be through to February 2022.

3. Manage our organisational renewal post Covid-19	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.	Remobilisation (Road to Renewal Plan)	✓ 6 July – Road to Renewal Plan approved by Cabinet	On track	All additional milestones and progress updates captured within section 3 of Appendix C – Organisational Renewal of the Road to Renewal Quarterly Update
COMMITMENT Empower leaders at all levels in our council to inspire our organisation and our communities.		Project	Key Milestones	‘RAG’ Rating	Update
1. Introduce a new Organisational Development approach	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.
2. Improve our internal decision making so that it is agile and effective	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 – Internal engagement relating to governance processes complete ✓ 1 September - 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.

<p>3. Improve succession planning and talent management and recruitment</p>	<p>We will ensure that we open up opportunities for staff to build their skills, experience and knowledge so that working for our town can be a fulfilling and professional career. Where we do need to recruit, we will ensure we recruit the very best candidates from those that apply and represents the diverse backgrounds of our residents.</p>	<p>Organisational Development Strategy</p>	<p>✓ 6 July – Organisational Development Strategy approved by Cabinet</p>	<p>On track</p>	<p>All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.</p>
<p>COMMITMENT Focus our budget so we can deliver on our commitments and secure investment to work for Watford</p>		<p>Project</p>	<p>Key Milestones</p>	<p>‘RAG’ Rating</p>	<p>Update</p>
<p>1. Ensure our investment portfolio delivers maximum value to the council</p>	<p>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.</p>	<p>Investment Portfolio (Road to Renewal Plan)</p>	<p>✓ 23 July - Compare latest quarter rent/investment collections with pre-Covid quarters ✓ 10 August – outstanding market rent letters sent ✓ 15 August - Intu 7% rent receipt not received ✓ 7 September – Regus rent extension agreed at PIB • 20 October - quarterly update reports presented to Commercial Income and Investment Board • 1 November – Additional occupation of Croxley Business Park premises • 30 November – Ongoing monitoring of intu rent income</p>	<p>On track</p>	<p>A number of leases agreed at Croxley Business Park during lockdown and others are progressing. Detailed monitoring of the impact of the intu administration is ongoing. Further ongoing monitoring of quarterly rent receipts and comparison with previous quarters. As part of the internal governance review an officer Commercial Income and Investment Board has been created to provide a further corporate focus on the investment portfolio and wider commercialisation.</p>

<p>2. Assess the feasibility of Growth Fund</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>Revive (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> • 15 November – Business case in outline form • End December - agree way forward and secure resources to develop business case <p>All future milestones will be developed based on the findings of the Business Case that is currently being scoped and due for completion in Quarter 3.</p>	<p>On track</p>	<p>Scoping work has started, but substantive activities not due to commence until Quarter 3 when feasibility of fund will be determined. Business case development for co-working space and assessing options around growth funds scoped with a conclusion scheduled by the end of the year.</p>
<p>3. Deliver the council's financial recovery</p>	<p>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.</p>	<p>Financial Resilience (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> ✓ 14 July – Budgets reset as a result of Covid-19 ✓ 25 July - SLM Leisure Centres reopened ✓ 31 July - Receipt of Gov't LA support package funds ✓ 11 September - Market income impact paper ✓ 30 September - Completed & Submitted Gov't's Income Guarantee scheme forms to reclaim quarter 2 income • 19 October - Develop high street initiatives project plan 	<p>On track</p>	<p>The council's budget was reset following the pressure caused by Covid-19. Since then, the financial picture has become clearer as government support and the impact of lockdown gains more clarity. The resetting of budgets has been aligned to the annual service planning process to ensure that budgets can be prioritised to focus on the delivery of the Council Plan and Delivery Plan. Despite some government funding to offset the pressures on the Council's finances as a result of COVID 19 there remains a pressure of approximately £2.2million as a result of lost income, additional Covid 19 and related spending. As part of internal</p>

					improvements a new approach to budget monitoring will be introduced in Quarter 3.
4. Manage the council finances	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.	Financial Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 14 July - Budget reset discussions at Council ✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service ✓ 23 September - Review base budget adjustments ✓ 12 October – Growth bids and savings proposals for 2021/22 due from services <p>Assessment of growth bids and savings proposal underway in preparation for the budget setting cycle.</p>	On track	Management of the council finances remains an ongoing activity. However, particular focus has been given to in-year savings and the accuracy of any growth bids through the budget setting process for the 2021 finance year.
COMMITMENT Welcome innovation, technology and new ways of working to continuously improve		Project	Key Milestones	'RAG' Rating	Update
1. Ensure that our use of digital technology matches our ambition to deliver the best possible	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"> • Q3 2020 – Development of strategy underway <p>All future milestones will be dependent on the Strategy but</p>	On track	The council's updated ICT Strategy is due to be drafted by the end of Quarter 3 with delivery anticipated from 2021 onwards. This will build upon the huge progress made over

<p>service to our residents</p>			<p>implementation is anticipated from April 2021 onwards</p>		<p>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.</p>
<p>2. Deliver our Business Intelligence Strategy</p>	<p>We will improve how the council uses data and information to support well-informed decisions, improve performance and provide a better customer experience. We will use this information to monitor the delivery of our services for customers and to take action if something needs improving.</p>	<p>Business Intelligence</p>	<p>✓ October 2020 - Draft strategy ready for organisational review and socialisation October 2020</p> <ul style="list-style-type: none"> • Presentation to Cabinet January 2021 <p>All future milestones will be dependent on the Strategy but implementation is anticipated from February 2021 onwards following approval by Cabinet</p>	<p>On track</p>	<p>The council's Business Intelligence platform has already been implemented and the first services, including HR and the EPMO, are using the system. The first draft of our longer term Business Intelligence Strategy is now being progressed and the process of internal review is ongoing, with the aim of presenting to Cabinet in January 2021.</p>
<p>3. Ensure that the council's future office accommodation is fit for purpose</p>	<p>Learning the lessons from Covid-19 and listening to our staff, we will develop plans to ensure the council has a modern, fit for purpose, sustainable and good value for money offices to work from.</p>	<p>Organisational Development Strategy</p>	<p>✓ 6 July – Organisational Development Strategy approved by Cabinet</p>	<p>On track</p>	<p>All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.</p>

			This area of work forms part of the Town Centre Cultural Quarter project and, therefore, future milestones will reflect the overall programme for this project		
4. Enhance agile ways of working for our staff	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.	Agile Working	<ul style="list-style-type: none"> ✓ March - Trial new performance process ✓ September - Train employees in use of i-Perform via virtual training of videos and drop in sessions ✓ 1 October - Launch and comms and transfer from PDR to i-Perform • January '21 – Review embedding of system and availability of data of reports for managers. Explore the facility to add values and behaviours when agreed by the Council. 	On track	All staff already have laptops to allow working from home and all council processes, including HR processes are now digital to allow remote transactions with the council. The milestones listed here reflect the recent launch of the council's digital performance system. Further work is underway to develop an approach for officers working, such as those in Planning or Building Control, remotely off-site and "in the field". This work will link to the Council's new IT Strategy and approach to digital inclusion
5. Embed resilience across the organisation	We will ensure that our staff are planning ahead and have the necessary information, understanding and agility to manage any future disruption to services and learn from this.	Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 6 July - Report to SLT on lessons learnt from first wave response ✓ 31 July – Updated business continuity plans template agreed and instructions for review and second lockdown 	On track	Business continuity plans across the council have been updated to reflect the lessons learnt from the first wave of Covid-19. Plans for a second wave or potential move up the national system of tiers have been prepared, and are

			<p>scenario planning circulated to all Heads of Service</p> <ul style="list-style-type: none"> ✓ 31 August – All Business Continuity Plans updated ✓ 14 September - Report to LB on second wave preparations ✓ 21 September - Report to PHs on second wave preparations • December '20 – Review of corporate resilience approach complete • April '21 – Implementation of recommendations 		<p>regularly reviewed, to ensure that the council can respond as effectively, and quickly, as possible to support Watford residents and businesses.</p>
--	--	--	--	--	---

THEME 2: A thriving, diverse and creative town

Key achievements over this period

- A covid-safe High Street reopened, with ongoing advice and guidance for all businesses to ensure that they operate safely and residents and visitors are kept safe.
- Business forums and partnerships reviewed and implementation of recommendations underway to ensure that the council has the best support in place for businesses of all sizes across the town.
- Business support partnership with Wenta agreed and launched.
- Economic Development Strategy to underpin the council's long term support for businesses and the local economy commenced following a competitive process to procure a partner to engage with businesses and develop the strategy.
- 50 key accounts programme developed, key business identified and approach agreed, with launch due 16 October.
- Place Shaping Panel recruited, formed to support high quality design for development across the borough.

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	1
	On track	20
	Planning underway	0
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	1
Total		22

COMMITMENT Promote Watford as an enterprising town where businesses can invest, grow and succeed		Project	Key Milestones	'RAG' Rating	Update
1. Drive the economic recovery of Watford	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.	Revive (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 17 July – Develop tender brief ✓ 27 July – Tender documents finalised ✓ 21 August – Tender closes ✓ 10 September – Supplier interviews ✓ 15 September – Supplier confirmed ✓ 2 October – Strategy development initiation ✓ 8 October - initial stakeholder engagement event • w/c 12 October – Design survey and questions • w/c 19 October – Deliver survey and survey live period • w/c 02 November – Review survey results • w/c 06 November – commence 1:1 stakeholder meetings • 23 November – definition of strategic priorities • 07 December – first draft of strategy 	On track	Strategy consultants have been selected following a competitive tender and development of the strategy is now underway which will provide the council with a clear medium to long term focus on supporting businesses and the local economy across the town.
2. Re-mobilise our Town Centre and local economy and support its recovery	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.	Reopening the Town Centre (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 10 July – Approach to high street stewards agreed ✓ 15 July – Shop local campaign introduced ✓ 22 July – Changes to pavement licensing ✓ 15 August – 'Travel with confidence' campaign underway ✓ 15 September – Enhanced track and trace roll out ✓ 02 October – messaging aligned to "Hands, Face, Space" ✓ 12 October – Officer meeting re long-term strategy for High Street traffic control 	On track	Support for businesses to remain 'Covid-safe' is ongoing and remains subject to government guidance and legislation. Shop Local, Stay Safe' and 'Travel with Confidence' initiatives really successful – 'Travel with Confidence' adopted countywide. Successful summer town centre entertainment programme was rolled out to bring vitality to the High Street, whilst promoting

			<ul style="list-style-type: none"> ✓ 12 October – Traffic Marshals agreed to be in place until January 2021 • 19 October – Safe reopening messaging ongoing, including more locally focussed Covid comms week • 23 October – Long-term strategy for High Street traffic control considered at RCB • October – Halloween and Christmas planning ongoing e.g. entertainers • October – replace summer planters with winter ones to aid social distancing 		<p>Covid-19 safety messages. Covid-19 action week taken place during October 2020 to reinforce messages and guidance to businesses and households.</p> <p>Communications to residents and visitors continues to be subject to government guidance and will be updated and tailored accordingly but with knowledge / understanding of the Watford community and local context.</p>
<p>3. Invigorate our small and medium businesses across the town</p>	<p>We will speak regularly to our smaller and medium sized businesses and local business owners across the town. We will understand their strengths and concerns and, based on this, will produce a package of practical help, support and advice to enable them to bounce back and thrive following the impact of COVID-19 and to support them through exit from the EU.</p>	<p>Survive (Road to Renewal Plan)</p>	<ul style="list-style-type: none"> ✓ 29 June - Business Information Hub launched and communications circulated ✓ 12 August – Review of existing forums ✓ 24 August – Business forums recommendations approved by Informal Cabinet, including merging virtual Covid-19 group with SME business Connect ✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board ✓ 8 October – Final virtual Covid-19 Forum • 19 October – Wenta business support programme to launch • End November – Launch of OneWatford for Business • End November – Relaunch of SME Business Connect 	<p>On track</p>	<p>Business partnerships and forums review complete and all recommendations implemented by the end of the year to ensure that the council is best placed to support the many successful smaller businesses and business owners across the town.</p>

			<ul style="list-style-type: none"> • End November – Relaunch Developers’ Forum • February/March 2021 - annual symposium for Business 		
4. Attract and retain big business in Watford	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.	Thrive (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 31 July – 50 key businesses identified ✓ 10 August – Business CRM tender underway ✓ 12 August – Review of existing forums ✓ 24 August – Business forums recommendations approved by Informal Cabinet ✓ 24 August – Key Accounts Programme approach approved ✓ 4 September - Leadership Team account managers assigned to businesses ✓ 14 September – CRM supplier appointed ✓ 07 October – existing contacts added to CRM ✓ 09 October – CRM contract • 16 October – Introduction emails to initial 20 businesses • 02 November – CRM live • Late November – Next Big Business Connect forum to review the Council Plan, Local Plan and 50 key accounts programme for business 	On track	50 key accounts process approach agreed and onboarding now underway. All businesses will have regular interactions with senior council officers, with contract recorded on the business CRM system. Business partnerships and forums review complete and all recommendations implemented by the end of the year to ensure that the town attracts and retains major employers for Watford residents.
5. Maximise opportunities for Watford	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	N/A	<ul style="list-style-type: none"> • Q1 and Q2 - Spatial Options development • Q3 and Q4 - Prepare Issues and Options document and gain Political agreement to consult 	On track	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 Hertfordshire Growth Board.

	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.				
COMMITMENT Create thriving and affordable neighbourhoods and the right environment for business to flourish		Project	Key Milestones	'RAG' Rating	Update
1. Progress our plans for the High Street North and Cultural Hub	We will take forward plans to revitalise the 'High Street north' area to create a vibrant and attractive neighbourhood for all our residents to enjoy, as well as establishing a new area in the town for culture to flourish.	High Street North	<ul style="list-style-type: none"> ✓ Q2 2020 - North High Street Regeneration Study • Q3 – Q4 2020 – Identified programme of developments and strategy with the aim of identifying delivery partner/s to take scheme forward and quick wins • Q3 2020 – Approval and sign off by Cabinet • 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 • Q3 –Q4 2020 – Detailed feasibility and discussions with stakeholders with the aim of agreeing a MOU 	On track	Business Cases are due to be reviewed by Cabinet on 30 November following the initial regeneration study work. Significant work has been made to align the regeneration programme with the review of the council's existing Cultural Strategy, which is due to be review by Cabinet, also on 30 November.

<p>2. Develop Watford Business Park</p>	<p>We will develop Watford Business Park to create new, high quality business space and employment opportunities for local people.</p>	<p>Watford Business Park (Zone A)</p>	<ul style="list-style-type: none"> • Q3 2020 - Secure vacant possession and submit detailed planning application/commence intrusive surveys/demolition. • Q4 2020 – Tender for design and build contractor and secure Cabinet approval to appoint • Q1-4 2021 – Construction and preletting campaign on Gateway Zone • Q4 2020 – Q4 2021 – Identify further regen/commercial activities and present outline business cases to the council’s Commercial Income and Investment Board 	<p>Delivery re-profiled as a result of Covid- 19</p>	<p>In order to support businesses as much as possible, the council moved the vacant possession date, which was originally anticipated to conclude on 30 June 2020. With lockdown preventing businesses from making arrangements to relocate, this was re-programmed to 30 September 2020, allowing businesses a further three months to find suitable relocation premises. Given the impact to date of Covid 19 there is a delivery risk, which is being monitored.</p>
<p>3. Create new neighbourhoods at Riverwell</p>	<p>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.</p>	<p>Riverwell</p>	<ul style="list-style-type: none"> • Q3 2020 – Planning obtained for the Multi-Storey Car Park (MSCP) and Family Housing and tenders issued. Development of legal agreements • Q3-4 2020 – Agree marketing strategy & potential turnkey development proposals for industrial zone north and progress to preparing detailed planning application • Q3-4 2020 – To complete enabling works including utility diversions on site • Q1 2021 – Let contract and start on site for Phase 1 of Family Housing • Q1/4 2020 – To continue to develop plans for remaining development zones and their integration into the hospital refurbishment/redevelopment plans 	<p>On track</p>	<p>A turn-key development opportunity currently being prepared to market for Industrial Zone North. Northern Zone Enabling works currently on site. The LABV are currently negotiating terms with West Hertfordshire Hospital Trust (WHHT) to fund, operate and maintain the MSCP whilst the LABV will provide Development and Project Management services</p>

			<ul style="list-style-type: none"> • Q3 2020 – To have achieved the sale of all remaining residential units at Woodlands and initiate sale of ground lease. Advise Elections team accordingly. • Q4 2020 – To have commenced works on site on MSCP • Q3/4 2020 – Ongoing monitoring of site development through liaison with Bellway Homes and Mayfield • Q3-4 2020 – Liaise with HCC on legal agreements and delivery of school and ensure timetable accords with longstop 		<p>Master-planning coordination workshops scheduled between WHHT and the LABV</p> <p>Contract tendering for Phase 1 of Family Housing currently underway with returns due at the end of November.</p> <p>Last remaining units at Woodlands currently being marketed with final completions targeted for December 2020.</p>
4. Make the best use of our small sites	We will renew sites owned by the council through the creation of new facilities for our community and new homes for local people to ensure that we are doing all we can with the land we own to provide what residents want and need.	Surplus Sites	<ul style="list-style-type: none"> • Q3 2020 to Q4 2020– Review options for identified small sites across the town and engage on their potential future 	On track	Whole range of council sites being reviewed to ensure that they work for our communities. The Commercial Income and Investment Board has been created to oversee ongoing progress in relation to the council’s surplus sites programme.
COMMITMENT Ensure the right mix of facilities, services and transport links as part of new developments to create successful, well-designed new communities		Project	Key Milestones	‘RAG’ Rating	Update
1. Achieve the right long-term balance of development,	We will produce and deliver a comprehensive new Local Plan for Watford which will shape how the town will develop sustainably over	Local Plan Review	<ul style="list-style-type: none"> • 30 November – Draft Local Plan to Cabinet • January – Consultation underway • June ‘21 – Submission to Planning Inspectorate • February ‘22 – Local Plan adopted 	On track	New timetable agreed in October due to staff transition and need for additional evidence. On track to new

<p>services and transport links for our town</p>	<p>the next 30 years and make sure that key development sites are underpinned with creative and well-considered masterplans. We will work with other Hertfordshire Councils on long term spatial plans for Hertfordshire.</p>				<p>timetable which will ensure that the town is developed in a sustainable way over the next 30 years.</p>
<p>2. Champion high quality design in Watford</p>	<p>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.</p>	<p>Place Shaping Panel / Watford 3D Urban Model</p>	<ul style="list-style-type: none"> ✓ Q1 2020 - Finalise 3D model ✓ Q1 2020 – Set up and induct the Place Shaping Design Panel • Q2 2020 - Finalise platform for 3D model • Q3 2020 - Go Live Watford Urban Design 3D model • Q2-Q4 2020– Hold regular panel meeting on a monthly basis 	<p>On track</p>	<p>Place Shaping Panel recruited and 3D model finalised, both of which will ensure that high quality design is exemplified across the borough.</p>
<p>3. Develop the Watford Junction Quarter</p>	<p>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.</p>	<p>Watford Junction Quarter</p>	<ul style="list-style-type: none"> ✓ 31 August - Supplementary planning document for site adopted ✓ Q2 2020 – Submit funding bid to Herts Growth Board for infrastructure interventions • Q3 2020 – Complete investigations on what access connections and interlinkages are required to open up the rail lands and what the costs are • Q3 2020 – Inform Strategic Development Area within Local Plan • Q3 and 4 2020 – Working with partners to promote development of mutually beneficial schemes • Q1 to Q4 2020 – Working with Network Rail to delivery improvements to Watford Junction station and design a publicly accessible pedestrian link across the rail lines 	<p>On track</p>	<p>The council continues to work closely with a range of stakeholders to support the development of the Watford Junction area with significant milestones planned over the next period.</p>

COMMITMENT Make sure we have quality homes to meet the needs of residents, including housing that is affordable through ownership, private rental and social housing		Project	Key Milestones	'RAG' Rating	Update
1. Deliver our Housing Strategy	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"> Q2 2021 – Complete draft document by end September 2021 Q3 2021 - consultation stakeholders, members by end December 2021 Q4 2021 – Approval of final draft by Cabinet and Council by end June 2022 	On track	Creation of Housing Strategy on track for development throughout 2021 which will provide a clear direction and focus to ensure that the town has affordable and good quality homes for Watford residents.
2. Delivery of Private Sector Housing Renewal activity	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 help people's health and wellbeing.	External Wall Insulation Warmer Homes Minimum Energy Efficiency Standards BEIS	<ul style="list-style-type: none"> June 2020 – June 2021 - Delivery of project on site August 2021 - Project evaluation and close November: Promotion materials and processes completed and scheme advertised. Scheme commences on site. Scheme runs through winter and demand tails off May 2021 1 July 2021 – to 31 March 2022 	On track	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.

3. Review our strategic partnerships	<p>To ensure that we are making the most of our opportunities to deliver quality homes that meet the needs of local people, we will review our strategic housing partnerships and ensure that we all work together to provide quality homes for our residents.</p>	<p>Strategic Housing Partnerships</p>	<p>Continuous assessment of effective partnership arrangements and practices</p>	<p>On track</p>	<p>The council already works closely with a number of organisations to ensure that it provides quality homes for Watford residents and assessment of the effective partnership arrangements is already underway.</p>
COMMITMENT Build on our new, greener ways to travel in and around Watford and promote the transition to a low carbon economy.		Project	Key Milestones	'RAG' Rating	Update
1. Position Watford as a Sustainable Travel Town	<p>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.</p>	<p>Sustainable Travel Town</p>	<p>✓ September – Board, PID and task developed</p> <ul style="list-style-type: none"> • November - Develop detailed project plan milestones • 30 November - Public engagement on vision • 2 March '21 - draft strategy presented to Portfolio Holders • June '21 – Final Strategy approved 	<p>On track</p>	<p>Initial Project Board formed and held to provide ongoing focus to the council's commitment for sustainable transport. Initial discussions with HCC to be held to agree approvals process across 2 LA tiers and plans in place for public engagement to inform the final strategy.</p>
2. Implement a demand responsive transport scheme	<p>We will launch the ArrivaClick on demand bus service for Watford and make sure it links effectively with all of Watford's greener ways to travel so that we can reduce congestion, improve air quality and provide another sustainable but innovative way for our residents,</p>	<p>Demand Responsive Transport</p>	<p>✓ 1 July – ArrivaClick demand responsive transport system launched</p>	<p>Complete</p>	<p>Reduced service launched on 1 July to ensure conformity with social distancing requirements</p>

	visitors and commuters to get around.				
3. Improve the cycling and walking network in Watford	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"> Q3 2020 - Prepare draft document for consultation Q3 2020 – Undertake public consultation Q4 2020 - review of comments received and adopt plan Q4 2020 - Begin implementation 	On track	In line with the significant work already undertaken to the council's draft Local Plan, further plans have been developed to engage closely with Watford residents on additional plans for improving the cycling and walking network across the town.
4. Champion proposals for a mass-rapid Transport Scheme for Watford	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 system for our town, providing a further option for our residents, visitors and commuters to travel sustainably.	Mass-Rapid Transport	<ul style="list-style-type: none"> 2021/22 – HGB bid to Govt for funding 2021/22 – Feasibility Studies contribution to engaging consultation 	On track	High Level early stage discussions held with HCC and their consultants. Further milestones will be developed as the project progresses.
5. Continue to investigate opportunities to create a low Carbon Transport Hub	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	Low Carbon Transport Hub	<ul style="list-style-type: none"> Q3/Q4 2020 – Land acquisition discussions and proposals Q3 2020 – Consider funding options to progress 	On track	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

	congestion and improving air quality for everyone.				plans are continuing to investigate opportunities to create a low-carbon transport hub in Watford Town Centre. Key milestones in place over the next period which will help to establish future works.
6. Make Watford a sustainable town	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.		<ul style="list-style-type: none"> ✓ 1 September – New waste and recycling service launched • Q2-3 2020 – Warmer homes scheme underway • Q3-4 2020 – Review of EPC's in our community buildings and undertake appropriate works where appropriate to improve energy efficiency and sustainable development • Q3 2020 – Funding bid to the Energy Trust for the wider roll out of electric vehicle charging • Q3-4 2020 – Implement e-car club at Harebreaks Car Park • Q1 2021 – Local Nature Reserve biodiversity action plans to be reviewed and funding opportunities identified • Q2 2021 – External wall insulation project for private sector housing complete 	On track	There a number of initiatives and projects underway to ensure that the council can meet the target of net zero carbon by 2030. This includes many of the innovative sustainable transport initiatives listed above, although the individual milestones have not been listed against this commitment. It should also be noted that a whole range of activities were agreed by Cabinet in March 2020 as part of the approval of the council's Sustainability Strategy, which provides a detailed view of all the activities being undertaken to meet their commitment.
7. Ensure that the council is a greener organisation	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	N/A	<ul style="list-style-type: none"> • Q3 2020 - Tender for new waste and recycling vehicles with the aim of awarding contracts by March 2021. • Q3-4 2020 – Review EPC's in our community buildings and undertake appropriate works 	On track	Sustainable activities integrated into Service Plans across the Council. Work ongoing to establish a single plan of activity but initial milestones captured against this commitment, all of which continue to run on track and aligns with the council's

	plastics, lead by example on low carbon travel and carry out energy audits of our council buildings.		where appropriate to improve energy efficiency and sustainable development <ul style="list-style-type: none">• Q4 2020 prepare report for Leadership Board on the expansion of the electric vehicle charging scheme at the Town Hall		approved Sustainability Strategy.,
--	--	--	--	--	------------------------------------

THEME 3: A healthy and happy town

Key achievements over this period

- Oxhey Activity Park opened to the public, including a BMX track, children’s playground, skate park, café and wildflower meadow
- Watford Rough Sleeper Task Force launched with attendees from a large number of agencies who all committed to work collectively and operationally to provide packages of accommodation and support for individual rough sleepers that enables them to leave the streets permanently and sustainably
- Voluntary sector review underway alongside the Overview and Scrutiny Task Group, with significant engagement amongst the sector completed, and a final report to Cabinet on 9 November
- ‘Forget Me Not’ Dementia Friendly restaurant opened at West Herts College as part of the Dementia Friendly Town Initiative
- Design team appointed for Woodside Sports Village, a refreshed outdoor space to provide new sports and leisure facilities in the town

Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	1
	On track	19
	Planning underway	0
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	1
Total		21

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				
1. Ensure that everyone living in our town has the opportunity to achieve their	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	Achieving Potential	On track	Whilst this commitment is embedded within all council Service Plans, specific activity is being undertaken by the

potential	and all of our residents have the same opportunity to reach their potential.		<ul style="list-style-type: none"> April 2021 – Further milestones will be subject to the above task group work which will then enable these issues to be taken forward by relevant groups, authorities or services, including the council’s equalities statement and policy and the street naming policy and process. 		council’s Democratic Services team who work with a designated task group to develop a range of proposals for consideration by Cabinet.
2. Develop a heritage trail for Watford	Recognising Watford’s rich culture and past, we will celebrate the town’s heritage through developing a new innovative, digital heritage trail to bring Watford’s past to life.	Heritage Trail	<ul style="list-style-type: none"> February ‘21 – tender and commission consultant March - July ‘21 – Strategy developed 	On track	Subject to Museum and Heritage Strategy (see below). Anticipate that work will commence in September 2021.
3. Review and reinvigorate how we celebrate our local heritage	Develop proposals for a modern and inspiring heritage service and Museum that engages and educates our residents and visitors by telling the story of our town and its rich and diverse history.	Museum and Heritage Review	<ul style="list-style-type: none"> February ‘21 – tender and commission consultant March - July ‘21 – Strategy developed 	On track	Plans for the development of proposals will be subject to the AEA report on the Cultural Strategy, which will allow commencement of proposal development from February 2021 onwards.
4. Develop services to support our residents’ health and wellbeing, including those with mental health issues	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.	Healthy Hub	<ul style="list-style-type: none"> December - Dependent on covid restrictions implement a secondary satellite Hub working in conjunction with the main Hub March ‘21 - Evaluate effectiveness of Hub and develop proposal for sustainable service provision March 2021 	Delivery to be re-profiled	Impact of Covid-19 means that this activity requires re-profiling. However, continuing to explore opportunities for establishment of strong links with additional relevant organisations and partners with some of their services delivered through the Healthy Hub.

5. Create a Dementia Friendly Community	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	Dementia-friendly town initiative continues. Further milestones to be confirmed with delivery of agreed future 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.	On track	Watford already has a reputation as a dementia-friendly town with the new Forget Me Not dementia-friendly restaurant opening at West Herts College in October and accreditation achieved for a further two years.
6. Commemorate Watford's response to Covid-19	Building on the community spirit and outstanding work across the town during the Covid-19 pandemic, we will evolve Watford Together so that it commemorates Watford's response to the pandemic, recognises the invaluable contribution of our front line workers and provides opportunities for reflection for all parts of our community.	Watford Together (Road to Renewal Plan)	<ul style="list-style-type: none"> • 28 October – Art installation brief for Artists complete • 28 October – Design for Cassiobury Peace Garden complete • 1 March – Cassiobury Peace garden memorial in place • 15 January '21 – Artist commissioned • 23 April '21 – Art installation complete 	On track	Agreement that 2020 too early to install memorial and peace garden. However, work is underway to have these in place for Spring 2021. Timelines agreed to align with available resource.
7. Enhance the town's character and its physical heritage	We will produce a refreshed Conservation Area Management Plan which ensures that we continue to protect the character of our town and enhances its future for local people.	CAMP	<ul style="list-style-type: none"> • Q3 2020 - Prepare tender and appoint consultants • Q3/Q4 2020 – Draft document including Public Consultation • Q4 (March) – Seek cabinet approval 	On track	Conservation Area Management Plan on track to be developed by the end of the financial year.
COMMITMENT Enable our cultural and creative sectors to flourish		Project	Key Milestones	'RAG' Rating	Update
1. Maximise the cultural opportunities for the town	We will refresh Watford's Cultural Strategy to ensure our cultural and creative sectors can flourish, help to bring our community together and	Watford Together (Road to Renewal Plan)	✓ 6 August – AEA commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of

	provide a vibrant, diverse and exciting offer to residents and visitors.		<ul style="list-style-type: none"> ✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review • 5 November – Cultural Leaders group to review AEA report • 30 November – AEA final report to Cabinet 		the council’s cultural ambitions across the town. Cultural Leaders will continue to be engaged in advance of the final report.
2. Making the most of the town’s cultural and entertainment venues	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"> ✓ 30 September - RIBA Stage 2 report completed <p>Further milestones subject to the outcome of the final AEA report on the Cultural Strategy, due on 30 November</p>	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of the council’s cultural ambitions across the town. Further work for this commitment will follow the successful completion of the Cultural Strategy work.
3. Enhance our cultural partnerships	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.	Watford Together (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 6 August – AEA commissioned to provide support in delivery of the council’s existing cultural strategy, including our work with the cultural sector ✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review • 5 November – Cultural Leaders group to review AEA report • 30 November – AEA final report to Cabinet 	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of the council’s cultural ambitions across the town. Cultural Leaders will continue to be engaged in advance of the final report.

COMMITMENT 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.		Project	Key Milestones	'RAG' Rating	Update
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.	Oxhey Activity Park	✓ 7 September – Practical completion	Complete	Oxhey Activity Park opened in September. Project will remain open for 3 months to resolve any snagging issues.
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.	Woodside	<ul style="list-style-type: none"> ✓ April 2020 – Design Brief to procure consultants ✓ Sept 2020 - Appoint design team • October 2021 - onwards detailed design, planning and procurement to begin on site in late 2021 	On track	Design team recently appointed following procurement process. Detailed design now underway to create a new and existing space for residents across 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.	Reclaiming the River Colne	<ul style="list-style-type: none"> • April '20 - March '21 – River improvement plans developed, funding streams assessed • April '21 – river works / site improvements 	On track	Work on detailed plans underway. Subsequent milestones will be subject to this initial tranche of work.
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	Park Enhancements	<ul style="list-style-type: none"> • April '21 – commission Landscape architect • July '21 – site works 	On track	Works continually ongoing and 12 green flags issued to Watford Parks in 2020. Further milestones on future parks improvements to be

	exercise and spend time together and enhance the biodiversity of the town.				identified through the planning process.
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.	Clarendon Road	<ul style="list-style-type: none"> ✓ Q1 2020 – Construction works ongoing from St Johns Road to Station Road ✓ Q1 2020 - One way traffic flow Beechen Grove and St Johns Road for 9 months ✓ Q3 2020 – 2nd Phase starts • 2022/23 – Completion of all works • 2023/2024 Defects Correction period • 2024/25 Handback the completed project to Highway Authority, Herts County Council 	On track	A number of public realm schemes are already underway. Significant improvement works have already been undertaken in Clarendon Road with the second phase of these works commencing recently. Improvements to the Watford Junction are also almost complete and significant works are ongoing in St Albans Road to improve the street scene and access for residents and visitors to the many businesses.
		Watford Junction	<ul style="list-style-type: none"> ✓ Q2 2020 – Implementation of scheme • Q3 2020 – Completion of scheme • 2021-22 Defects Correction Period • 2023 Hand back the completed project to Network Rail 		
		St Albans Road	<ul style="list-style-type: none"> ✓ Q2 2020 – HCC permits & Technical agreement • Construction • Q3 2020 – Completion • Q3 2020 – Q3 2022 Defects Correction period (HCC required a 2 year period) • Q4 2022 – Sign off and handover of highway back to County 		
		Streets Improvement Programme	<ul style="list-style-type: none"> • July '21 - Develop selection criteria, community and stakeholder engagement • August '21 - Commence role out of project and engagement/ partnership working 		

COMMITMENT Work even more closely with the voluntary and community sector, to build a resilient community where people support each other		Project	Key Milestones	'RAG' Rating	Update
1. Support the voluntary sector in Watford to provide positive outcomes for those in need	We will build upon the success of our Watford Helps initiative and harness the community spirit established during the COVID-19 crisis to work in partnership with charitable, community and voluntary organisations focused on helping our vulnerable residents live healthy, happy and independent lives.	Watford Helps (Road to Renewal Plan)	<ul style="list-style-type: none"> ✓ 21 August – Voluntary Sector Specialist recruited ✓ 21 September – Review approach approved by Informal Cabinet and engagement underway ✓ 8 October – Internal review of draft strategy • 9 November – Strategy approved by Cabinet 	On track	Review on track with further actions subject to the outcome of the work currently underway. The significant Covid-19 volunteer response led by the council has underpinned the review with much positive feedback already received about the strong community spirit across the town.
2. Ensure our community buildings benefit local residents	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.	Community Asset Review	<ul style="list-style-type: none"> • October '20 - Completion of review of all buildings – Includes Condition Surveys and schedules of work • October '20 - Agree standardised form of lease • November '20 - Policy approval and begin implementation 	On track	Corporate Asset Management team undertaking condition surveys and reviews of all community buildings, due to be completed this month.
3. Ensure a safer Watford	We will work with partners and use our statutory powers to ensure that Watford is a safe place for all our residents.	One Watford	<ul style="list-style-type: none"> ✓ 28 July – Review approach, working with the LGA to undertake remote peer support, agreed ✓ 12 October – All One Watford members notified in relation to review 	On track	Review programme now confirmed and initial engagement with all members of the One Watford Board. Review

			<ul style="list-style-type: none"> • 31 October – Review programme finalised • 17 November – Peers attend One Watford • 1-3 December – Review undertaken • 1 April '21 – Review recommendations implemented 		planned between 1 – 3 December, with the outputs ensuring that One Watford continues to serve residents as effectively as possible.
COMMITMENT Work with partners to end rough sleeping and help people enjoy better lives		Project	Key Milestones	'RAG' Rating	Update
1. Achieve and maintain zero rough sleepers on the streets on 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.	Homelessness and Rough Sleeping	<ul style="list-style-type: none"> ✓ 6 July – Homelessness and Rough Sleeping Strategy approved • Q3 2020 MHCLG Rough Sleepers Initiative funding application – submission Nov/Dec 2020 • Q4 2020/21: NSAP revenue funding spent by end March 2021 • Q4 2020/21: NSAP capital funding spent by end March 2021 • Q4 2020/21: Work with HCC re best use of housing related support funding by end March 2021 • Q4 2020/21 – Open complex needs scheme • Q3 2021/22: Have zero rough sleepers on streets of Watford 	On track	It should be noted the Homelessness Strategy contains a significant number of initiatives, milestones and objectives – the list contained within this report is not exhaustive with more detailed reporting on delivery of Strategy provided to HPAG. However, this does provide an overview of the significant progress already made in this field over the last few months, where there has been a significant focus on supporting those who find themselves homeless and sleeping on the streets.

<p>2. Support our residents with more complex needs and housing requirements</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"> ✓ Q1 2020 – Source Support Service Provider • Q3 2020 – Sign Support Contract with provider • Q3 2020 – Implementation of works • Q4 2021 - Completion 	<p>On track</p>	<p>The Complex Needs project has been initiated and Project Manager assigned. Work is underway with the support service provider to develop the scheme in line with the implementation plan</p>
<p>3. Continue partnership working</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"> ✓ 6 July – Homelessness Strategy approved by Cabinet ✓ 14 July - Information shared on training, secondment and shared learning opportunities provided at Watford Strategic Homeless Forum ✓ 14 July - Watford Rough Sleeping Taskforce was launched 	<p>On track</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>