

# **Watford Borough Council Road to Renewal Plan**

## **Progress Update**

### **1. Work Stream 1: Community**

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

- Successful bid for Next Steps Accommodation funding for rough sleepers support allowing the council to continue working towards its commitment of zero rough sleepers on the streets of Watford.
- 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 to ensure support for rough sleepers in the coldest months.
- 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 to ensure that the council can harness the great community spirit demonstrated throughout the first wave of Covid-19.
- Whole range of additional online resources in place to support residents suffering financial hardship, bereavement or mental health issues as a result of Covid-19.
- Over 1,500 Watford residents supported by the Watford Helps scheme and all residents previously receiving support through lockdown successfully transitioned to self-sufficiency or longer-term support if needed.
- More than £155,000 raised for voluntary and community groups across the town supporting Watford residents with plans underway to ensure that the fund helps support groups long term and in a sustainable way. Additional £10k distributed to local groups providing food support to our community to coincide with October half-term.
- Plans in place to reinitiate resident support in the event of a second lockdown so that the council can again support some of the most vulnerable in the community.

## 1.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
	Completed	7
	On track	19
	Planning underway	1
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	1
<b>Total</b>		<b>28</b>

OBJECTIVE	Project	Key Milestones	'RAG' Rating	Update
Recognise Watford's fantastic community				
Bring the community together following the lengthy period of isolation caused by Covid-19	Watford Together	<ul style="list-style-type: none"> <li>✓ 6 August – AEA commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector</li> <li>✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review</li> <li>• 5 November – Cultural Leaders group to review AEA report</li> <li>• 30 November – AEA final report to Cabinet</li> </ul>	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of the council's cultural ambitions across the town. Cultural Leaders will continue to be engaged in advance of the final report.

			All further milestones to be subject to the outcome of the report and recommendations.		
Commemorate Watford's response to Covid-19	Establish memorial and thank you events to recognise the community spirit across the town during the pandemic and to acknowledge the sacrifice made by key workers on behalf of the town, its residents and businesses	Watford Together	<ul style="list-style-type: none"> <li>• 1 March '21 – Cassiobury Peace Garden memorial in place</li> <li>• 23 April '21 – Arts installation complete</li> <li>• 31 March '21 - St Mary's Churchyard Fountain restored</li> </ul>	On track	Planned thank you events on hold subject to government guidance on social distancing. However, progress is underway with other memorial events not impacted by social distancing.
Review our relationship with the voluntary and charitable sector	We will produce and deliver a clear strategy on the ongoing relationship with the voluntary sector	Watford Helps	<ul style="list-style-type: none"> <li>✓ 21 August – Voluntary Sector Specialist recruited</li> <li>✓ 21 September – Review approach approved by Informal Cabinet and engagement underway</li> <li>✓ 8 October – Internal review of draft strategy</li> <li>• 9 November – Strategy approved by Cabinet</li> </ul>	On track	Review on track with further milestones subject to the outcome of the work currently underway. Significant engagement with the voluntary and community sector has already taken place and will form the basis of the council's ongoing strategy.
Identify the best way to work with volunteers in the future	Through a high level options appraisal, we will build upon the positive volunteer response to Covid-19 by identifying the options available for the long-term management of volunteers across the town, particularly encouraging young people whose education has been impacted	Watford Helps	<ul style="list-style-type: none"> <li>✓ 21 August – Voluntary Sector Specialist recruited</li> <li>✓ 21 September – Review approach approved by Informal Cabinet and engagement underway</li> <li>✓ 8 October – Internal review of draft strategy</li> <li>• 9 November – Strategy approved by Cabinet</li> </ul>	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

	by Covid-19 to volunteer within the community				received about the strong community spirit across the town.
Ensure we are best placed to utilise volunteers to support community responses in the future	Using the experience of leading a collective community response to Covid-19, we will ensure that the use of volunteers, subject to the options appraisal recommendations, is included within business continuity plans	Watford Helps	<ul style="list-style-type: none"> <li>✓ 21 August – Voluntary Sector Specialist recruited</li> <li>✓ 21 September – Review approach approved by Informal Cabinet and engagement underway</li> <li>✓ 8 October – Internal review of draft strategy</li> <li>• 9 November – Strategy approved by Cabinet</li> </ul>	On track	Review on track with further actions subject to the outcome of the work currently underway. All business continuity plans have been updated, learning the lessons from the first wave of Covid-19 and the use of volunteers will be included once the voluntary review has been concluded.
Support our residents living with, or caring for someone living with, dementia	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	Watford Helps	Dementia Friendly Town initiative continues. Further milestones to be confirmed with delivery of future 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.	On track	Watford already has a reputation as a dementia-friendly town with the opening of the 'Forget Me Not' dementia-friendly at West Herts College in October. Accreditation has been achieved for a further two years.
<b>OBJECTIVE</b> Engage our community in the renewal process		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Work with our community to reflect and commemorate Covid-19	We will engage with community, faith leaders and councillors to identify an appropriate memorial to mark the pandemic and act as a place of reflection for our residents	Watford Together	<ul style="list-style-type: none"> <li>• 1 December - Engagement with Watford General Hospital commenced</li> <li>• 1 March '21 – Cassiobury Peace Garden memorial in place</li> <li>• 23 April '21 – Arts installation complete</li> </ul>	On track	Planned thank you events on hold subject to government guidance on social distancing. However, progress is underway with

					other memorial events not impacted by social distancing.
Ensure our residents remain supported after Covid-19	We will work with our partners to clearly understand the process to transition beneficiaries from the support they have received through Covid-19 to longer term support if necessary, to ensure that the most vulnerable in our community are not forgotten when lockdown ends	Watford Helps	✓ 1 August – following closure of Operation Shield all beneficiaries transitioned to longer term support or self-sufficiency, where appropriate.	Complete	This activity has been successfully completed through the transition of beneficiaries as the Watford Help incident cell closed. More than 1,500 Watford residents were helped by the scheme and the Incident Cell remains on stand-by in the event of the tier level escalating to the point where cell needs to remobilise.
Ensure our residents receiving support from partners continue to be supported after Covid-19	We will work with our partners to support mutual aid groups and online communities who have provided support throughout the crisis to ensure that those receiving support from these groups are able to access help over the medium to long term if they require it	Watford Helps	✓ 1 August – following closure of Operation Shield all beneficiaries transitioned to longer term support or self-sufficiency, where appropriate.	Complete	This activity has been successfully completed through the transition of beneficiaries as the Watford Help incident cell closed. Cell remains on stand-by in the event of the tier level escalating to the point where cell needs to remobilise.
Continue to work closely with our community, voluntary and faith groups who	We will ensure a seamless transition of the Volunteering Planning Group, chaired by the Elected Mayor so that they can contribute to the renewal of	Watford Helps	✓ 21 August – Voluntary Sector Specialist recruited	On track	Review on track with outputs including a recommendation relating to the Volunteering Planning Group so that the

contributed to the community response to Covid-19	the town, including ensuring that our most vulnerable residents continue to receive the support they need		<ul style="list-style-type: none"> <li>✓ 21 September – Review approach approved by Informal Cabinet and engagement underway</li> <li>✓ 8 October – Internal review of draft strategy</li> <li>• 9 November – Strategy approved by Cabinet</li> </ul>		positive joint working across the sector and with council throughout Covid-19 can be harnessed and taken forward long-term.
<b>OBJECTIVE</b> Support and facilitate the ongoing welfare of residents who have suffered hardship, loss and trauma as a result of the pandemic		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure that support is in place for residents with mental health issues	We will work with our partners to ensure that support is in place for residents whose mental health has been impacted by Covid-19 and the subsequent lockdown	Watford Helps	<ul style="list-style-type: none"> <li>• 17 November – Gap analysis and funding proposal developed by Watford Community Housing to be presented to the One Watford Strategic Partnership</li> </ul> <p>Further milestones will be subject to the outcome of the gap analysis and subsequent indication of where focus is required, in order to best serve Watford residents.</p>	On track	Investigations underway to build upon the capacity provided by the council's Healthy Hub by engaging with the 'New Leaf' project.
Make the best use of online resources to maintain support for our residents	We will utilise the large amount of information collated during the pandemic to ensure that it remains accessible to those who may need support after lockdown and is available in the event of a second wave of the virus or increase in the infection rate	Watford Helps	<ul style="list-style-type: none"> <li>✓ 15 July – Number of online resources available for residents, covering financial hardship, bereavement and mental health issues.</li> <li>✓ 15 September – Confirmation of approach to managing volunteers and supporting residents in the event of a second wave and online resources updated accordingly.</li> </ul>	Complete	Significant amount of information remains online and accessible for residents. Continual updates ongoing subject to government guidance.

Provide a shared space of remembrance for our residents	We will build upon the now well-recognised Watford Together brand to establish a shared place of reflection for residents following Covid-19	Watford Together	<ul style="list-style-type: none"> <li>1 March '21 – Cassiobury Peace Garden memorial in place</li> <li>31 March '21 - St Mary's Churchyard Fountain restored</li> </ul>	On track	Plans underway to create a memorial within the Cassiobury Peace Garden as a collective place of reflection for residents of all faiths across the town.
Ensure that resources are in place to support those specifically impacted by Covid-19	We will produce online resources to support residents who have suffered financial hardship, bereavement or mental health issues as a result of the pandemic	Watford Helps	✓ 15 July – Number of online resources available for residents, covering financial hardship, bereavement and mental health issues.	Complete	Significant amount of information remains online and accessible for residents to provide ongoing support.
<b>OBJECTIVE</b> Put in place mechanisms to identify those with ongoing vulnerabilities and a strategy for addressing these needs		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure our most vulnerable residents remain supported after Covid-19	Following contact with all those receiving support through Watford and Three Rivers Trust throughout the Pandemic following a referral from the council, we will ensure that all those who have been supported during Covid-19 and lockdown either no longer require support or are referred to an appropriate partner organisation	Watford Helps	✓ 1 August – following closure of Operation Shield all beneficiaries transitioned to longer term support or self-sufficiency, where appropriate.	Complete	This activity has been successfully completed through the transition of beneficiaries as the Watford Help incident cell closed. Over 1,500 Watford residents were supported by the Cell. The Cell remains on stand-by in the event of the tier level escalating to the point where cell needs to remobilise.
Address the issue of digital isolation that impacted many in our	We will work with partners to tackle the issue of digital isolation in the community, using new partnerships to drive social value in this area	Watford Helps	<ul style="list-style-type: none"> <li>April '21 - Project Manager in place</li> <li>June '21 - Options appraisal</li> <li>July '21 – Develop proposal</li> <li>August '21 – Proposal approved</li> </ul>	On track	Action plan in place following engagement with the voluntary sector through the Elected Mayor's

community as result of Covid-19			<ul style="list-style-type: none"> <li>September '21 – Deploy approved approach</li> </ul>		Volunteering Planning Group. Not due to start until April 2021 to align with available resource.
Reduce the number of residents impacted by scams	We will ensure that the council provides support and information in relation to financial abuse and online scams which often increase during periods of economic hardship and so may be more prevalent post-Covid	Watford Helps	<ul style="list-style-type: none"> <li>✓ 15 July – Additional information and signposting added to council website, specifically relating to financial abuse and online scams</li> </ul>	Complete	Working with the Elected Mayor’s Volunteering Planning Group, lots of advice, signposting and guidance available on the council website to support and protect residents from financial abuse and online scams.
Achieve and maintain zero rough sleepers on the streets of Watford.	Following approval of our new Homelessness Strategy for Watford, we will enact the specific actions outlined in the document, ensuring that the strategy is 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	Rough Sleeping and Homelessness	<ul style="list-style-type: none"> <li>✓ 30 June - Medium Complex Intensive Support Service (MCISS) opens</li> <li>✓ 6 July – Homelessness Strategy approved by Cabinet</li> <li>✓ 14 July - Information shared on training, secondment and shared learning opportunities provided at Watford Strategic Homeless Forum</li> <li>✓ 14 July - Watford Rough Sleeping Taskforce was launched</li> <li>✓ 23 September – Next Steps Accommodation funding bid successful</li> <li>✓ 25 September - MHCLG funding of £101,000 for winter shelter and accommodation for rough sleepers with no recourse to public funds obtained for the period October 2020-March 2021</li> </ul>	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.

			<ul style="list-style-type: none"> <li>✓ 30 September - Application for 20 units of self-contained move-on accommodation submitted</li> <li>• 15 December - Quality, timely and accessible information available to all homeless households to help prevent homelessness</li> <li>• 24 December - Online homelessness training and education course developed and made available on the council's website. Hospital and prison discharges are planned and homelessness prevented through work with key public authorities with Duty to Refer responsibilities</li> <li>• 15 March '21 - Pathways are formalised for responding to cuckooing, gang-related incidents, domestic violence and modern slavery</li> <li>• 31 March '21 - First Home Truths programme with West Herts College and local schools to prevent future homelessness amongst young people</li> </ul>		
Maintain the ability to remobilise resources in the event of a second wave of Covid-19	We will ensure that Watford Helps is able to remobilise as quickly as possible in the event of a second wave of the virus in order to support the most vulnerable residents in our community	Watford Helps	<ul style="list-style-type: none"> <li>✓ 6 July - Report to SLT on lessons learnt from first wave response</li> <li>✓ 14 September - Report to LB on second wave preparations</li> <li>✓ 21 September - Report to PHs on second wave preparations</li> </ul>	Complete	Arrangements now confirmed between borough councils, county council and CVS, incorporating lessons learnt and previous planning works so that the council can work as effectively as possible for all residents and

<b>OBJECTIVE</b> Identify funding opportunities to assist in the renewal process		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Support charities and the voluntary sector impacted by Covid-19	We will maintain the council's Community Fund, established during the pandemic, to support charities and the voluntary sector across the town	Watford Helps	Subject to voluntary sector review, the final report of which is due to be reviewed by Cabinet on 9 November. The review remains on track to meet this deadline.	On track	Voluntary sector review is specifically looking at the best way to manage the Community Fund over the medium to long term after a fantastic response to the appeal during the first wave of the virus with more than £155,000 raised and allocated to local charities and voluntary groups serving residents across the town.
Promote the council's Community Fund	We will maintain links between the council's Community Fund and Watford Together activities or the council's Big Events programme to provide ongoing promotion of the fund and therefore, the town's charities and voluntary organisations who support so many across our town	Watford Helps	Subject to voluntary sector review, the final report of which is due to be reviewed by Cabinet on 9 November. The review remains on track to meet this deadline.	On track	Voluntary sector review is specifically looking at the best way to manage the Community Fund in a long term and sustainable way so the important voluntary groups across the town can continue to be supported.
<b>OBJECTIVE</b> Deliver and support appropriate memorial and thank you events and initiatives		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>

Provide a shared space of remembrance for our residents	We will establish a Cassiobury Peace Garden where residents can collectively reflect on the pandemic and their own personal losses as well as those of key workers who supported the town throughout Covid-19	Watford Together	<ul style="list-style-type: none"> <li>28 October – Design for Cassiobury Peace Garden complete</li> <li>1 March – Cassiobury Peace garden memorial in place</li> </ul>	On track	Scoping is under way to install memorial and peace garden for Spring 2021, at the earliest.
Commemorate Watford's response to Covid-19	We will work with the community to design and install a Public Arts Feature marking the pandemic and commemorating front line workers who continue to support residents and businesses through the pandemic	Watford Together	<ul style="list-style-type: none"> <li>28 October – Art installation brief for Artists complete</li> <li>15 January '21 – Artist commissioned</li> <li>23 April '21 – Art installation complete</li> </ul>	On track	Scoping is under way to install memorial and peace garden for Spring 2021, at the earliest.
Bring together and thank our community for the town's collective response to Covid-19	Subject to social distancing guidance and government requirements, we will sponsor a Watford Thanks You Parade, bringing our community together following a period of physical isolation as a result of the pandemic and an opportunity to recognise the work of our key workers across the town	Watford Together	Entirely subject to government guidance and legislation so unable to confirm timeline for this at the current time.	Delivery to be re-profiled	Whilst the milestones remain under certain there is a clear commitment to celebrate the resilience of the town and great community spirit across the local area shown by Watford residents through the Covid-19 pandemic
Provide a shared space for reflection for our residents	We will restore the fountain in St Mary's Churchyard so it can once again be a space enjoyed collectively by our community, as a place of reflection and remembrance	Watford Together	<ul style="list-style-type: none"> <li>31 March '21 - St Mary's Churchyard Fountain restored</li> </ul>	On track	Scoping is under way to install memorial and peace garden for Spring 2021, at the earliest.
Utilise volunteers to support our community	Subject to the council's ongoing volunteering strategy, we will work	Watford Helps /	Subject to voluntary sector review, the final report of which is due to be reviewed	On track	Voluntary sector review is specifically looking at the

	with our volunteers to support Watford Together events and initiatives	Watford Together	by Cabinet on 9 November. The review remains on track to meet this deadline.		best way to manage the Community Fund in a long term and sustainable way so the important voluntary groups across the town can continue to be supported whilst integrating with other key community events.
<b>OBJECTIVE</b> Provide community reassurance through effective community leadership		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure we work with our partner organisations as effectively as possible to maintain a safe town for our residents	We will reimagine One Watford and our Community Safety Partnerships to ensure that there is a clear ongoing collective purpose which will allow us to maintain the momentum established through the response to the pandemic	One Watford	<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>• 31 October – Review programme finalised</li> <li>• 17 November – Peers attend One Watford</li> <li>• 1-3 December – Review undertaken</li> <li>• 1 April '21 – Review recommendations implemented</li> </ul>	On track	Review programme now confirmed with the Local Government Association and engagement with all members of the One Watford Board. Review planned between 1 – 3 December, with the outputs ensuring that One Watford continues to serve residents as effectively as possible.
Monitor the impact of economic turbulence on social cohesion	We will remain aware of the impact of economic turbulence on community cohesion and be ready to mobilise community based initiatives in response if necessary	One Watford	<ul style="list-style-type: none"> <li>✓ Community Cohesion cell remains in place</li> </ul>	On track	Ongoing awareness through the Community Cohesion cell and regular meetings of the One Watford Community Safety Partnership, and also with the Hertfordshire Recovery Co-ordinating

					Group which the Managing Director Chairs.
--	--	--	--	--	---

## 2. Work Stream 2: Business and Economy

### 2.1 Key achievements over this period

- A covid-safe High Street reopened, with ongoing advice and guidance for all businesses to ensure that they operate in line with legislation so that residents and visitors are kept safe
- Virtual SME Business Forum created and chaired by the Elected Mayor, in line with the commitment to engage closely with smaller and medium sized businesses who have been significantly impacted by Covid-19 and the subsequent lockdown.
- 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 Information Hub launched to provide improved and relevant information to businesses across the town.
- Business e-newsletter launched and circulated to businesses on a monthly basis, providing an ongoing opportunity for the council to actively engage with businesses, particularly SMEs.
- Business survey launched with 232 responses received and the results used to shape the business support proposals and 50 key accounts programme.
- Business support partnership with social enterprise Wenta agreed and launched, providing tailored offerings for all Watford businesses and the self-employed.
- SME & Retail Hospitality & Leisure Fund fully allocated to local businesses, supporting the local economy during lockdown
- £856k of Discretionary Fund allocated to 150 businesses to provide support during and after lockdown
- WhatsApp for Business launched – the first UK High Street to do so, helping businesses on Market Street get back up and running after lockdown, providing them with an easy way to engage directly with their customers.
- 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, ensuring that our commitment to provide the town’s largest employers with a strong voice within the town.
- Business Customer Relationship Management system specified, procured and purchased. Implementation now underway to allow the council to better manage its ongoing relationships and support for businesses.
- Face to face visits and follow up calls offering practical help to local businesses and households undertaken by the Environmental Health / Community Protection team, to keep our community safe and healthy, including piloting a local ‘test and trace’ scheme and a Covid-19 Action Week.

## 2.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
Completed	Completed	9
On track	On track	26
Planning underway	Planning underway	0
Delayed / Unknown	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	1
<b>Total</b>		<b>39</b>

OBJECTIVE		Project	Key Milestones	'RAG' Rating	Update
Create an economic and business revive and thrive strategy that is intelligence-led and informed by local businesses and partner organisations (BID, Chambers etc) to ensure an ongoing focus on business need					
Create our Economic Revive and Thrive Strategy	We will develop an Economic Revive and Thrive Strategy, which outlines the council's approach to revive our local economy so that it supports all our town post-Covid	Revive	<ul style="list-style-type: none"> <li>✓ 17 July – Develop tender brief</li> <li>✓ 27 July – Tender documents finalised</li> <li>✓ 21 August – Tender closes</li> <li>✓ 10 September – Supplier interviews</li> <li>✓ 15 September – Supplier confirmed</li> </ul>	<b>On track</b>	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
Develop our Economic Plan 2020-2024	We will develop an Economic Plan for the next four years (2020-24) which will set out our plans to support our	Revive	<ul style="list-style-type: none"> <li>✓ 2 October – Strategy development initiation</li> <li>✓ 8 October - initial stakeholder engagement event</li> </ul>		

	local economy and businesses to thrive in the years to come		<ul style="list-style-type: none"> <li>w/c 12 October – Design survey and questions</li> <li>w/c 19 October – Deliver survey and survey live period</li> <li>w/c 02 November – Review survey results</li> <li>w/c 06 November – commence 1:1 stake-holder meetings</li> <li>23 November – definition of strategic priorities</li> <li>07 December – first draft of strategy</li> </ul>		businesses and the local economy across the town.
<b>OBJECTIVE</b>		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Establish new, stronger and more focused partnerships with businesses of all sizes across the town					
Ensure big business has a strong voice in the town	We will review our forums for big businesses to ensure that they have a clear purpose, allowing business to have a strong voice in the town and are promoted effectively. This will include representatives of the major business groups in the town on our Business Stakeholder Group	Revive	<ul style="list-style-type: none"> <li>✓ 12 August – Review of existing forums</li> <li>✓ 24 August – Business forums recommendations approved by Informal Cabinet</li> <li>• Late November – Next Big Business Connect forum to review the Council Plan, Local Plan and 50 key accounts programme for business</li> </ul>	On track	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.
Understand the needs and concerns of our small businesses	We will review our forums for small and medium businesses to ensure that they have a clear purpose, allow business to have a strong voice in the town and are promoted effectively. This will allow us to understand the needs and concerns of our businesses and to support them accordingly and	Revive	<ul style="list-style-type: none"> <li>✓ 12 August – Review of existing forums</li> <li>✓ 24 August – Business forums recommendations approved by Informal Cabinet, including merging virtual Covid-19 group with SME business Connect</li> <li>✓ 8 October – Final virtual Covid-19 Forum</li> <li>• End November – Launch of One Watford for Business</li> </ul>	On track	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

	will include representatives of SME groups on our Business Stakeholder Group		<ul style="list-style-type: none"> <li>• End November – Relaunch of SME Business Connect</li> <li>• End November – Relaunch Developers’ Forum</li> <li>• February/March 2021 - annual symposium for Business</li> </ul>		business owners across the town.
Work with cultural bodies in the town to support their sustainability and business model(s) in the medium and longer term	We will work closely with the cultural sector to recast the council’s relationship with them so we can collectively develop a sustainable future for the sector	Watford Together	<ul style="list-style-type: none"> <li>✓ 6 August – AEA commissioned to provide support in delivery of the council’s existing cultural strategy, including our work with the cultural sector</li> <li>✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review</li> <li>• 5 November – Cultural Leaders group to review AEA report</li> <li>• 30 November – AEA final report to Cabinet</li> </ul>	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of the council’s cultural ambitions across the town. Cultural Leaders will continue to be engaged in advance of the final report.
Ensure that the council communicates effectively with our businesses	We will ensure that our corporate communications plan has a clear focus on communicating effectively with businesses of all sizes across the town, promoting genuine and meaningful two-way engagement	Renewal Plan	<ul style="list-style-type: none"> <li>✓ 18 September - Draft Renewals Comms Plan produced</li> <li>✓ 12 October – Renewals Comms Plan approved by Renewal Coordination Board</li> </ul>	Complete	Renewal Communications Plan has a specific focus on communications for businesses of all sizes across the town to ensure genuine and meaningful two-way engagement.
<b>OBJECTIVE</b> Actively support initiatives intended to assist SMEs to survive and grow		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Support businesses to re-open safely	We will support businesses to re-open safely after Covid-19 and in line with	Business Reopening	<ul style="list-style-type: none"> <li>✓ 10 July – Approach to high street stewards agreed</li> </ul>	On track	Support for businesses to remain ‘Covid-safe’ is

	<p>government guidance relating to social distancing. We will provide public health advice, make any physical changes necessary to keep visitors to our town safe and support the Town Centre reopening with a Marshall and street angels scheme</p>		<ul style="list-style-type: none"> <li>✓ 15 July – Shop local campaign introduced</li> <li>✓ 22 July – Changes to pavement licensing</li> <li>✓ 15 September – Enhanced track and trace roll out</li> <li>✓ 12 October – Officer meeting re long-term strategy for High Street traffic control</li> <li>✓ 12 October – Traffic Marshals agreed to be in place until January 2021</li> <li>• 23 October – Long-term strategy for High Street traffic control considered at RCB</li> <li>• October – Halloween and Christmas ‘Covid-safe’ planning ongoing e.g. entertainers</li> <li>• October – replace summer planters with winter ones to aid social distancing</li> </ul>		<p>ongoing and remains subject to government guidance and legislation. Environmental Health / Community Protection have undertaken hundreds of face to face and follow up calls during the Covid-19 pandemic, offering practical help to local businesses and households to keep our community safe and healthy, including piloting a local ‘test and trace’ scheme and a Covid-19 Action Week</p>
<p>Encourage residents and visitors to use our Town Centre</p>	<p>We will introduce a programme of communications for residents, encouraging them to support our local businesses and to 'shop local, stay safe'</p>	<p>Business Reopening</p>	<ul style="list-style-type: none"> <li>✓ 25 July – Shop local, stay safe campaign introduced</li> <li>✓ 15 August – ‘Travel with confidence’ campaign underway</li> <li>✓ 02 October – messaging aligned to “Hands, Face, Space”</li> <li>• 19 October – Safe reopening messaging ongoing, including more locally focussed Covid comms week</li> </ul>	<p>On track</p>	<p>‘Shop Local, Stay Safe’ and ‘Travel with Confidence’ initiatives really successful – ‘Travel with Confidence’ adopted countywide. Successful summer town centre entertainment programme rolled out to bring vitality to the High Street, whilst promoting Covid-19 safety messages.  Covid-19 action week taken place during October 2020 to reinforce messages and</p>

					<p>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 to reflect the needs of the Watford community and our local context.</p>
Keep businesses informed	We will introduce a monthly business newsletter for our businesses, providing us with an opportunity to provide support, advice and guidance	Revive	✓ 24 July – First business newsletter sent	Complete	Business newsletters have been published on a monthly basis since July providing a direct link between local businesses and the council.
Understand business need	We will launch a Watford Business Survey so that we can understand business needs and the impact of Covid-19 on our local businesses and wider economy. This will inform our Economic Revie and Thrive Strategy so that it best meets the needs of our businesses	Survive	<p>✓ 5 June - Business survey launched</p> <p>✓ 15 July – Business survey closed</p>	Complete	Business survey was launched and received 232 responses, allowing the council powerful insight into the challenges faced by local businesses. The insight has informed ongoing activities and will inform our Economic Revie and Thrive Strategy.

React to business need	Based on the Watford Business Survey results, we will develop a bespoke support scheme designed to match the needs of our local businesses	Revive	<ul style="list-style-type: none"> <li>✓ Business results shared and used to inform content on the website, the Wenta programme and the 50 key accounts programme</li> </ul>	Complete	Intelligence and feedback provided by the business survey used to inform a tailored approach to council-led support for local business, with the Wenta social enterprise programme recently launched and the 50 key accounts programme due to be launched in November.
Ensure that our businesses are able to access information	We will improve the information for businesses on our website and establish a Business Information Hub so that businesses are able to find all relevant information and services in a single location	Revive	<ul style="list-style-type: none"> <li>✓ 29 June - Business Information Hub launched and communications circulated</li> <li>✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board</li> <li>✓ 07 October – Wenta contract agreed</li> <li>✓ 16 October - Wenta press release and launched</li> </ul>	Complete	Business Information Hub launched and Wenta support programme will provide further, tailored information for business and self-employed residents.
Promote our businesses	Partnering with Whatsapp, we will use their business platform to promote our local businesses, promote entrepreneurs and boost growth across our local economy	Revive	<ul style="list-style-type: none"> <li>✓ August – intro letter to pilot businesses</li> <li>✓ 9 September – training for pilot businesses</li> <li>✓ 23 September – set-up of business profiles</li> <li>✓ 2 October – WhatsApp for business app launched.</li> </ul>	Complete	The new WhatsApp for Business launched on 2 October alongside a positive comms campaign and will provide a new, innovative way for businesses to engage directly with their customers.
Support businesses to work safely	We will support our local economy by producing and delivering a Safe Working initiative for taxis & other sectors	Business Reopening	<ul style="list-style-type: none"> <li>✓ August/September – taxi driver training and protective screens provided under Travel with Confidence (TwC) scheme</li> </ul>	Complete	Successful Travel with Confidence initiative introduced to keep Watford residents safe.

OBJECTIVE Attract and retain big businesses to the town	Project	Key Milestones	'RAG' Rating	Update	
Develop our 50 Key Accounts approach	We will identify 50 key businesses operating within the town and introduce a key accounts approach whereby we work closely on a one-to-one basis with businesses to understand their needs and concerns, ensuring that we both attract and retain them within the town, further supporting our local economy and residents	Revive	<ul style="list-style-type: none"> <li>✓ 30 September – TwC licensed for other LAs to use</li> <li>✓ 7 October – TwC marketing commenced</li> </ul>		
Promote Watford effectively	We will develop a Brand Positioning strategy to establish a strong brand for Watford as the place to do business	Revive	<ul style="list-style-type: none"> <li>✓ 31 July – 50 key businesses identified</li> <li>✓ 10 August – Business CRM tender underway</li> <li>✓ 24 August – Approach approved by Cabinet</li> <li>✓ 4 September – Leadership Team account managers assigned to businesses</li> <li>✓ 14 September – CRM supplier appointed</li> <li>✓ 07 October – Existing contacts added to CRM</li> <li>✓ 09 October – CRM contract</li> <li>• 16 October – Introduction emails to initial 20 businesses</li> <li>• 02 November – CRM live</li> </ul>	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.
				On track	Economic Growth Strategy development underway which will feed into the council's Brand Positioning strategy to attract and retain business within the town, employing local residents and supporting the local economy.

OBJECTIVE Ensure Watford Town centre remains a regional leisure and shopping destination which supports the local economy and local people	Project	Key Milestones	'RAG' Rating	Update
Allow our Town Centre to reopen safely	We will initiate social distancing arrangements in the High Street, including introducing physical changes to the space to attract residents back to the Town Centre in a safe and managed way	Business Reopening	Complete	Social distancing measures introduced in the High Street in line with reopening dates announced by the government. This has included planter arrangements, floor stickers, stewards and hand sanitiser stations, as well as additional advice and guidance for businesses.
Develop a Town Centre Strategy post Covid-19	We will use intelligence and best practice to evolve our Town Centre so that it has a good mix of recognised high street brands and independent retailers, including within the Market	Thrive	On track	Town Centre Development Manager now in place to provide a specific focus on the Town Centre, working with the Business Improvement District to ensure that the Town Centre is well positioned for the challenges of the future. As part of the council's review of Strategic Partnerships, specific focus will be given to

			<ul style="list-style-type: none"> <li>15 October – Comms meeting to agree approach to attracting and growing businesses in Watford</li> <li>20 October – meeting with College</li> <li>November onwards – Develop plan</li> </ul>		the Town Centre and ongoing engagement with key stakeholders.
Create co-working spaces in the town	We will support the creation of co-working / incubator spaces based on local requirements to support our small and medium businesses	Revive	<ul style="list-style-type: none"> <li>✓ September – suitability of ‘Makers’ Space’ explored at library</li> <li>✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board</li> <li>✓ 07 October – Wenta contract agreed</li> <li>✓ 16 October - Wenta press release and launched</li> <li>• October – work underway to assess co-working space availability in the town</li> </ul>	On track	Incubation space to support the creation and flow of new businesses to be addressed through the Wenta programme. Work underway to identify additional opportunities for co-working space.
<b>OBJECTIVE</b> Through links with partners, act as a conduit to central government and other bodies where there are unmet support needs for businesses		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Advocate for our local businesses	We will use the results of our Watford Business survey to influence the business support package delivered by Hertfordshire Local Enterprise Partnership and Hertfordshire Growth Hub	Revive	<ul style="list-style-type: none"> <li>✓ September – Business Survey results used to determine Wenta programme content</li> </ul>	Complete	Business support package provided through the Wenta programme which will provide further, tailored support for businesses and self-employed residents.
Work with partners to meet business needs	We will launch our Watford Thrives Stakeholder Group so members and council officers can work closely with local business groups such as the Business Improvement District,	Revive	<ul style="list-style-type: none"> <li>✓ 12 August – Review of existing forums</li> <li>✓ 24 August – Business forums recommendations approved by Informal Cabinet</li> </ul>	On track	Proposed ‘Watford Thrives Stakeholder Group’ rebranded as ‘One Watford for Business’, which is due to launch towards the end of

	Watford and West Herts Chamber of Commerce, Hertfordshire Chamber of Commerce, the Federation of Small Businesses and Wenta so that we collectively meet business needs and establish genuine and meaningful two way engagement		<ul style="list-style-type: none"> <li>Late November – ‘One Watford for Business’ stakeholder group to launch, following final Covid-19 virtual forum on 8 October</li> </ul>		November. Terms of reference are drafted with proposed attendees identified.
<b>OBJECTIVE</b> Support growth and development aspirations so that Watford remains an economic leader in the sub-region		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Ensure our town develops sustainably to boost and support both the local and wider economy	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, boosting growth within the local economy	Local Plan	<ul style="list-style-type: none"> <li>30 November – Draft Local Plan to Cabinet</li> <li>January – Consultation underway</li> <li>June ‘21 – Submission to Planning Inspectorate</li> <li>February ‘22 – Local Plan adopted</li> </ul>	On track	New timetable agreed in October due to staff transition and need for additional evidence. On track to new timetable which will ensure that the town is developed in a sustainable way over the next 30 years.
Develop the Watford Junction Quarter	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	<ul style="list-style-type: none"> <li>✓ 31 August - Supplementary planning document for site adopted</li> <li>Q2 2020 – Submit funding bid to Herts Growth Board for infrastructure interventions</li> <li>Q3 2020 – Complete investigations on what access connections and interlinkages are required to open up the rail lands and what the costs are</li> <li>Q3 2020 – Inform Strategic Development Area within Local Plan</li> </ul>	On track	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.

			<ul style="list-style-type: none"> <li>Q3 and 4 2020 – Working with partners to promote development of mutually beneficial schemes</li> <li>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</li> </ul>		
Ensure that the town’s infrastructure supports and attracts local business and the wider economy	We will develop and continually update an infrastructure plan for Watford which matches the ambitions of the town and local economy	Local Plan	<ul style="list-style-type: none"> <li>30 November – Draft Local Plan to Cabinet</li> <li>January – Consultation underway</li> <li>June ‘21 – Submission to Planning Inspectorate</li> <li>February ‘22 – Local Plan adopted</li> </ul>	On track	New timetable agreed in October due to staff transition and need for additional evidence. On track to new timetable which will ensure that the town is developed in a sustainable way over the next 30 years.
<b>OBJECTIVE</b> Collectively pursue relevant opportunities for funding		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Maximise opportunities for the town and its businesses	We will ensure that we work with other local authorities to monitor opportunities for government and other public sector funding and pursue these as and when they emerge	Thrive	<ul style="list-style-type: none"> <li>Ongoing monitoring at present. As and when opportunities merge, the council will be in a position to pursue these.</li> </ul>	On track	Ongoing monitoring at present and close liaison with the LEP and the Growth Board.
<b>OBJECTIVE</b> Deploy our investment to achieve appropriate commercial returns in conjunction with driving the economic growth potential of Watford		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>

Develop Watford Business Park	We will develop Watford Business Park to create new, high quality business space and employment opportunities	Watford Business Park	<ul style="list-style-type: none"> <li>• Q3 2020 - Secure vacant possession and submit detailed planning application/commence intrusive surveys/demolition.</li> <li>• Q4 2020 – Tender for D&amp;B contractor and secure Cabinet approval to appoint</li> <li>• Q1-4 2021 – Construction and preletting campaign on Gateway Zone</li> <li>• Q4 2020 – Q4 2021 – Identify further regen/commercial activities and present outline business cases to CIIB</li> </ul>	Delivery re-profiled	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.
Continue to invest in Croxley Business Park	We will ensure that Croxley Business Park maintains its eminent position as a centre of employment in South West Herts	Croxley Business Park	<ul style="list-style-type: none"> <li>• Q3 2020 – To have agreed a business plan and strategy for the £92million lump sum that the council hold</li> <li>• Q1/Q4 2020 – Ongoing strategy for refurbishment will need to be agreed within a settled strategy linking into the business plan</li> <li>• Q1/Q4 2020 – To oversee the delivery of a new office building of 85,000sq ft. and endeavour to identify a pre let of this space</li> </ul>	On track	3 new businesses have signed leases at Croxley Park over the last period and work is continuing to Building 1 which remains on track for completion in the Spring of 2021 providing further high quality space for local businesses.

			<ul style="list-style-type: none"> <li>Q1/Q4 2020 – Ensure regular marketing meetings are progressed to minimise voids</li> <li>Q1/4 2021 – Delivery of 7,000sq m in Gateway Zone</li> </ul>		
Use our financial strength to support economic growth	Assess the feasibility of using our financial strength to support economic growth and an investment return through investing in opportunities	N/A	<ul style="list-style-type: none"> <li>15 November – Business case in outline form</li> <li>End December - agree way forward and secure resources to develop business case</li> </ul>	On track	Business case development for co-working space and assessing options around growth funds underway with a conclusion scheduled by the end of the year.
<b>OBJECTIVE</b> Work with ‘anchor’ institutions in Hertfordshire to maximise the benefits of economic growth for local residents		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Focus on employment and skills for our local residents	We will ensure that there is a specific focus within our Economic Revive and Thrive Strategy on employment and skills, aligning this where possible to low carbon industries and new technologies, so that we can support our residents to play a full role in the UK’s economic revival	Thrive	<ul style="list-style-type: none"> <li>✓ 17 July – Develop Strategy tender brief</li> <li>✓ 27 July – Strategy Tender documents finalised</li> <li>✓ 21 August – Strategy Tender closes</li> <li>✓ 10 September – Strategy Supplier interviews</li> <li>✓ 15 September – Strategy Supplier confirmed</li> <li>✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board</li> <li>✓ 2 October – Strategy development initiation</li> <li>✓ 07 October – Wenta contract agreed</li> </ul>	On track	Development of the Economic Strategy is underway. Completion of this activity will be subject to the final Economic Growth Strategy and delivery plan which will provide the council with a clear medium to long term focus on supporting employment and skills for local residents. The Wenta programme will also support businesses and owners that require new skills, knowledge,

			<ul style="list-style-type: none"> <li>✓ 8 October - initial stakeholder engagement event</li> <li>• 12 October – Design survey and questions</li> <li>✓ 16 October - Wenta press release and programme launched</li> <li>• 19 October – Deliver survey and survey live period</li> <li>• 02 November – Review survey results</li> <li>• 06 November – Commence 1:1 stakeholder meetings</li> <li>• 23 November – Definition of strategic priorities</li> <li>• 07 December – First draft of strategy</li> </ul>		information and advice to ensure that their business can recover in more resilient ways or grow.
Ensure that the local economy works as a component of the wider local community	We will ensure that community value is positioned as a clear driver within the Economic Plan so that economic growth benefits local residents	Thrive	<ul style="list-style-type: none"> <li>✓ 17 July – Develop tender brief</li> <li>✓ 27 July – Tender documents finalised</li> <li>✓ 21 August – Tender closes</li> <li>✓ 10 September – Supplier interviews</li> <li>✓ 15 September – Supplier confirmed</li> <li>✓ 2 October – Strategy development initiation</li> <li>✓ 8 October - initial stakeholder engagement event</li> <li>• w/c 12 October – Design survey and questions</li> <li>• w/c 19 October – Deliver survey and survey live period</li> <li>• w/c 02 November – Review survey results</li> <li>• w/c 06 November – Commence 1:1 stakeholder meetings</li> </ul>	On track	Development of the Economic Strategy is underway and engagement with the business stakeholder groups now scheduled. Completion of this activity will be subject to the final Economic Growth Strategy and delivery plan and will ensure that the council’s medium to long term plan focuses on the benefits of economic growth for local residents.

			<ul style="list-style-type: none"> <li>23 November – Definition of strategic priorities</li> <li>07 December – First draft of strategy</li> </ul>		
<b>OBJECTIVE</b> Ensure there is the appropriate office space, industrial facilities and infrastructure to attract and retain businesses in the borough		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure that the Local Plan aligns with the council's ambition to attract and retain businesses in Watford	We will use our Local Plan and town-specific planning frameworks to ensure that we achieve the right mix of development across the town, matched with appropriate facilities and infrastructure	Local Plan	<ul style="list-style-type: none"> <li>30 November – Draft Local Plan to Cabinet</li> <li>January – Consultation underway</li> <li>June '21 – Submission to Planning Inspectorate</li> <li>February '22 – Local Plan adopted</li> </ul>	On track	New timetable agreed in October due to staff transition and need for additional evidence. On track to new timetable which will ensure that the town is developed in a sustainable way over the next 30 years.
Work with developers and utilise our strong brand for Watford to attract business to the town	We will create a strong brand position for Watford as a place to do business and will work with developers to champion and support planning applications to attract and retain businesses within the town	Thrive	<ul style="list-style-type: none"> <li>End November – Relaunch Developers' Forum</li> <li>January 2021 – Develop brief</li> <li>January/February 2021 – Commission appropriate support</li> <li>March – May 2021 – Undertake work</li> <li>May 2021 – Agree brand positioning</li> </ul>	On track	Relaunch of Developers' Forum scheduled following successful review of the council's business partnerships and forums. Economic Growth Strategy development also underway which will feed into the council's Brand Positioning strategy to attract and retain business within the town, employing local residents and supporting the local economy.

<p>Ensure that our local transport infrastructure is sustainable</p>	<p>We will develop a sustainable Transport Strategy which ensures that Watford has the right infrastructure to support the local economy and to attract and retain businesses within the town</p>	<p>Sustainable Transport</p>	<p>✓ September – Board, PID and task developed</p> <ul style="list-style-type: none"> <li>• November - Develop detailed project plan milestones</li> <li>• 30 November - Public engagement on vision</li> <li>• 2 March 2021 - Draft strategy presented to Cabinet</li> <li>• June 2021 - Agree strategy</li> </ul>	<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>
<p><b>OBJECTIVE</b> Deliver transport improvements to support the retention of businesses and a flourishing town centre</p>		<p><b>Project</b></p>	<p><b>Key Milestones</b></p>	<p><b>‘RAG’ Rating</b></p>	<p><b>Update</b></p>
<p>Champion proposals for a mass-rapid Transport Scheme for Watford</p>	<p>Working closely with Hertfordshire Growth Board, we will seek to secure the best mass rapid transport system for our town, providing a further option for our residents, visitors and commuters to travel sustainably whilst encouraging investment in Watford</p>	<p>Mass Rapid Transport</p>	<ul style="list-style-type: none"> <li>• 2021/22 – HGB bid to Government for funding</li> <li>• 2021/22 – Feasibility Studies contribution to engaging consultation</li> </ul>	<p>On track</p>	<p>High Level early stage discussions held with HCC and their consultants. Further milestones will be developed as the project progresses.</p>
<p>Continue to investigate opportunities to create a low Carbon Transport Hub</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>• Q3/Q4 2020 – Land acquisition discussions and proposals</li> <li>• Q3 2020 – Consider funding options to progress</li> </ul>	<p>On track</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</p>

					transport hub in Watford Town Centre. Key milestones in place over the next period which will help to establish future works.
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 the town. 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>Q3 2020 - Prepare draft document for consultation</li> <li>Q3 2020 – Undertake public consultation</li> <li>Q4 2020 - review of comments received and adopt plan</li> <li>Q4 2020 - Begin implementation</li> </ul>	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.
Implement a demand responsive transport scheme	We will launch the ArrivaClick on-demand bus service for Watford and make sure it links effectively with all of Watford’s greener ways to travel so that we can reduce congestion, improve air quality and provide another sustainable but innovative way for our residents, visitors and commuters to get around	Demand Responsive Transport	✓ 1 July – ArrivaClick demand responsive transport system launched	Complete	Reduced service launched on 1 July to ensure conformity with social distancing requirements.
Position Watford as a Sustainable Travel Town	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		<ul style="list-style-type: none"> <li>September – Board, PID and task developed</li> <li>November - Develop detailed project plan milestones</li> </ul>	On track	Initial Project Board formed and held to provide ongoing focus to the council’s commitment for sustainable transport. Initial discussions

	ways to travel, reduces congestion, helps people to make healthy travel choices and stimulates economic growth.		<ul style="list-style-type: none"> <li>• 30 November - Public engagement on vision</li> <li>• 2 March 2021 - Draft strategy presented to Cabinet</li> <li>• June 2021 - Agree strategy</li> </ul>		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.
--	---	--	---	--	---

### 3. Work Stream 3: Organisational Renewal

#### 3.1 Key achievements over this period

- Town Hall covid-safe measures implemented and customer face-to-face drop-in and appointment service resumed for the town’s most vulnerable residents.
- Risk assessments undertaken for all staff to facilitate their return to the Town Hall for essential business needs.
- Council policies impacted by covid reviewed, updated and relaunched to ensure that they protect, support and inform council staff, particularly during the ongoing pandemic so they remain productive, resilient and their health and feel supported in terms of their health and wellbeing
- A range of health and wellbeing tools launched for staff, to support physical and mental health.
- New internal governance structure implemented to ensure robust but agile decision making and a renewed focus on the areas that matter.
- New Organisational Development Strategy launched, recognising the contribution and value of staff and the corporate commitment to support and develop them.
- All business continuity plans reviewed and updated, alongside additional preparations for a second wave of covid or potential move up the national system of tiers to ensure that the council can respond as effectively, and quickly, as possible to support Watford residents and businesses. All Service Plans covering the period 2020-22 completed and endorsed by Leadership Board and Portfolio Holders, linking the Council Plan to specific projects and service delivery to ensure that our strategic vision is translated into ‘action on the ground’, benefitting Watford residents across the borough.
- Web content for Revenues & Benefits, Elections & Parking Services reviewed, simplified and refreshed so that we are providing customers with digitally enabled services so they can interact as easily as possible with the council

#### 3.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
	Completed	17
	On track	10
	Planning underway	0
	Delayed / Unknown	0

	Delivery re-profiled as a result of external influence	4
<b>Total</b>		<b>31</b>

OBJECTIVE		Project	Key Milestones	'RAG' Rating	Update
Restore service delivery to agreed business as usual in a planned way					
Open the Town Hall safely for our staff	We will ensure that the Town Hall and associated council buildings are able to open for staff whilst adhering to social distancing requirements by implementing a one-way system around the building, introducing a desk booking policy, increasing our cleaning regime and opening the buildings up in a gradual way, whilst ensuring that staff who wish and can continue to work from home are supported to do so	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 29 June – Town Hall reopened to staff.</li> <li>✓ 30 June - Risk Assessments for all staff complete and actions put in place; risk assessments also available for members</li> <li>✓ 1 September - Additional space (desk and meeting rooms) available for use as and when it is required including for councillors</li> </ul>	Complete	The Town Hall was reopened to staff in July with social distancing and other covid-safe measures having been put in place. In October, the policy was reviewed in line with latest government guidance and Town Hall working policy communicated to staff via Heads of Service.
Open the Town Hall safely for our customers	We will ensure that the Town Hall and associated council buildings are able to open for customers whilst adhering to social distancing requirements by implementing a customer booking system, changing the physical layout of our Customer Service Centre and ensuring that all customers understand our new guidelines for a face-to-face service. We will also ensure that as many services as possible are available online.	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 15 August - Approach for opening Face-to-face drop-in service developed and agreed</li> <li>✓ 2 September - Drop-in service at Town Hall resumes in line with new approach</li> </ul>	Complete	The Town Hall opened for face-to-face appointments on 2 September. The transition to customers accessing services online has been extremely successful. As a result only a limited number of number of customers require face to face support and the drop-in service is therefore operating on Tuesdays and Thursdays for our more vulnerable residents in particular.
Review our policies	We will review and amend our council policies to reflect the new 'business as usual'	HR Policy	<ul style="list-style-type: none"> <li>✓ 31 July - HRBPs to review impact of social distancing on</li> </ul>	Complete	All relevant policies reviewed and updated to ensure staff are kept

	in terms of social distancing and smarter working		<p>other policies and identify work required</p> <ul style="list-style-type: none"> <li>✓ 31 August - All interim policies / guidelines finalised and agreed</li> <li>✓ 17 July Interim Smarter Working Policy agreed by OLT and SLT</li> </ul>		safe and informed. To be kept under review in line with changes to government guidelines
Identify the projects underway at the time Covid-19 disruption commenced	We will collate a comprehensive singular view of corporate projects across the council so that we can ensure that we understand the overall impact of Covid-19 and reprioritise against the Council Plan	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 20 July - Centralised and consolidated list of corporate projects in-agreement with Heads of Service created</li> <li>✓ 13 October – Service Planning process complete and Delivery Plan in place for delivery of Council Plan</li> </ul>	Complete	Corporate projects list created and impact of Covid-19 on delivery identified. This has fed into the Service Planning progress for 2020-22, covering the period of the approved Delivery Plan ensuring that the council's strategic direction is translated into 'action on the ground' to benefit Watford residents.
Understand the impact of the pandemic on our projects	We will understand the impact of the pandemic on our projects by reviewing the timelines, budgets and alignment to the Council Plan or Renewal Plan	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 20 July - Centralised and consolidated list of corporate projects in-agreement with Heads of Service created</li> <li>✓ 24 July - Mapping exercise of all corporate projects against the Council Delivery Plan</li> </ul>	Complete	Corporate projects list created and impact of Covid-19 on delivery identified. This has fed into the Service Planning progress for 2020-22, covering the period of the approved Delivery Plan ensuring that the council's strategic direction is translated into 'action on the ground' to benefit Watford residents.
Prepare for a second wave of the virus	We will review and amend our Business Continuity Plans, including in relation to our approach for a second wave of the virus and	Resilience	<ul style="list-style-type: none"> <li>✓ 31 July – Updated business continuity plans template agreed and instructions for</li> </ul>	Complete	All Business Continuity Plans updated with specific reference to Covid-19, incorporating the

	subsequent lockdown so that we can respond as effectively as possible to support our residents and businesses		<ul style="list-style-type: none"> <li>review and second lockdown scenario planning circulated to all Heads of Service</li> <li>✓ 31 August – All Business Continuity Plans updated</li> </ul>		lessons learnt from the first wave to ensure that the council is able to respond as effectively as possible for residents.
Improve our internal decision making so that it is agile and effective	We will review our existing governance structure and the way in which we internally make decisions to ensure that we are able to make decisions in an agile but considered way, in light of the changing situation introduced by Covid-19	Resilience	<ul style="list-style-type: none"> <li>✓ 30 July – Internal engagement relating to governance processes complete</li> <li>✓ 1 September - New internal governance structure in place and corporate communications circulated</li> </ul>	Complete	New internal governance approach in place from September 2020 to ensure robust but agile decision making and a clear and renewed focus.
Ensure that we have sufficient resourcing to deliver on our Renewal Plan commitments	We will review our existing resource to ensure that we are able to deliver on the commitments of our Council Plan and Renewal Plan, alongside continuing to deliver the usual services provided to our resident and businesses	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 13 August – Approach to Service Planning agreed</li> <li>✓ 2 September – First draft of Service Plan submitted</li> <li>✓ 25 September – Cross service dependencies identified</li> <li>✓ 1 October – All Service Plans peer reviewed</li> <li>✓ 13 October – Service Plans reviewed and signed off by Leadership Board</li> </ul>	Complete	All corporate Service Plans completed, endorsed by Leadership Board and Portfolio Holders. This will ensure delivery of the Council Plan over the next 18 month period with clear ownership of commitments and plans in place for all of the activities which will benefit residents and businesses across the town.
Understand what was good about our response to Covid-19 and what we would do differently in the future	We will ensure that all our incident response cells are closed or transitioned to business as usual in a way which allows us to review what worked well in each cell and where we could apply learning in the future, particularly to help us prepare for a second wave of the virus	Resilience	<ul style="list-style-type: none"> <li>✓ 6 July - Report to SLT on lessons learnt from first wave response</li> <li>✓ 14 September - Report to LB on second wave preparations</li> <li>✓ 21 September - Report to PHs on second wave preparations</li> </ul>	Complete	Lessons learnt from across the incident management cells reviewed and consolidated, feeding in second wave preparedness plans enabling the council to respond as effectively as possible in the event of the tier level escalating.

<b>OBJECTIVE</b>		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure the consistent application of appropriate policies during the renewal phase					
Modernise our working practices	We will modernise our working practices through the revision of policies, including updating our smart working policy and the production of social distancing policy to ensure ongoing alignment with government restrictions and guidelines	Re mobilisation	<ul style="list-style-type: none"> <li>✓ 31 July - HRBPs to review impact of social distancing on other policies and identify work required</li> <li>✓ 31 August - All interim policies / guidelines finalised and agreed</li> <li>✓ 17 July - Interim Smarter Working Policy agreed by OLT and SLT</li> </ul>	Complete	All relevant policies reviewed and updated to ensure staff are kept safe and informed. To be kept under review in line with changes to government guidelines.
Ensure alignment in staff contracts with the new ways of working	We will review contracts for our new members of staff to ensure alignment with our new ways of working and policies, ensuring that these help us to deliver our democratic obligations and to respond as effectively as possible in a second wave of the virus	HR Policy	<ul style="list-style-type: none"> <li>✓ 31 July - Contracts of employment for new starters reviewed and amended</li> </ul>	Complete	All council contracts now reflect working from home requirements, ensuring that the current working arrangements are clearly conveyed to potential future employees in line with the organisation's obligations.
<b>OBJECTIVE</b>		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure the management of backlogs, identifying any extra resources required to restore normal services					
Understand the impact of Covid-19 on our projects	We will review the timelines for all of our projects and understand the impact of Covid-19, including ensuring that all projects continue to support the delivery of our Council Plan and priorities for our residents	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 14 August - Create a corporate understanding of the overall impact of the pandemic on our corporate projects and communicate to relevant stakeholders</li> </ul>	Complete	Corporate projects list created and impact of Covid-19 on delivery identified. This has fed into the Service Planning progress for 2020-22, covering the period of the approved Delivery Plan, ensuring that the council's strategic direction is translated

					into 'action on the ground' to benefit Watford residents.
Update our Service Plans	We will ensure that our individual Service Plans are updated to reflect the impact of Covid-19 response and our new Council Plan so that we are focused on delivering our priorities for our residents and businesses	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 13 August – Approach to Service Planning agreed</li> <li>✓ 2 September – First draft of Service Plan submitted</li> <li>✓ 25 September – Cross service dependencies identified</li> <li>✓ 1 October – All Service Plans peer reviewed</li> <li>✓ 13 October – Service Plans reviewed and signed off by Leadership Board</li> </ul>	Complete	All corporate Service Plans completed, with a clear link from the Council Plan and the Delivery Plan, ensuring that the council's strategic direction is translated into 'action on the ground' to benefit Watford residents.
<b>OBJECTIVE</b> Identify employee support needs and vulnerabilities and respond to these		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Support our front line colleagues	We will review and understand the needs of our colleagues working on the front line, including providing therapy and other support where necessary	Staff wellbeing	<ul style="list-style-type: none"> <li>✓ 23 April - Bereavement training by Cruise Bereavement was provided to front line staff</li> <li>✓ 13 July - Cari, an on-line AI health and wellbeing service launched across the Council</li> <li>✓ 13 October - Mental Health Training Awareness for Managers agreed. Training to be undertaken on-line with Remploy and dates are currently being sourced.</li> <li>• Awaiting confirmation of dates for mental health training from supplier</li> </ul>	On track	In addition to continuous updates to our Health and Wellbeing information pages, a staff Survey on Wellbeing continues to be sent out on first Monday of every two months to ensure that the council continues to react to staff need. Specialist support has provided to front line staff and a whole range of tools are now available to staff, including Cari, an online AI health and wellbeing service. Furthermore, in addition to the newly expended Mental Health First Aiders team, all council Managers will shortly

					undergo mental health training awareness.
Protect all colleagues	Whilst most staff will continue to work from home in the short term, in preparation for a return to office working, we will carry out risk assessments for all colleagues in advance of their return to the Town Hall (including specific risk assessments which recognise the increased risk of the virus for our BAME colleagues). We will review any requirements identified and ensure that these are actioned to provide a safe and supportive working environment	Staff wellbeing	<ul style="list-style-type: none"> <li>✓ 17 March – Initial risk assessments undertaken for all staff</li> <li>✓ 15 July – Additional risk assessments, including for BAME colleagues, relating to the return to the Town Hall</li> <li>✓ 25 September – Further risk assessments undertaken following changes to government guidance</li> </ul>	On track	<p>Risk assessments carried out for all staff, including specific assessment for those staff recognises as at higher risk of the virus. These have recently been reassessed in light of changing government guidance. Risk assessments were also rolled out to Members to ensure that they were able to return to the Town Hall safely and that the council meet its legal obligations.</p> <p>We will continue to monitor this objective as this is an ongoing requirement as we continue to manage the impact of the Covid-19 pandemic.</p>
Understand the impact of caring responsibilities on our colleagues	We will understand and remain mindful of the impact of caring responsibilities on colleagues and ensure that clear and supportive policies are in place for this	Staff wellbeing	<ul style="list-style-type: none"> <li>✓ 17 March – Risk assessment carried out for all staff, specifically identifying those with caring responsibilities so this could form part of the consideration in relation to advice.</li> <li>✓ 23 March – Clear guidance provided to all Managers on the agreed approach for staff working from home with</li> </ul>	On track	The impact of school age children remaining at home over an extended period, as well as those staff members with other caring responsibilities, was recognised immediately following the announcement of lockdown. This was specifically identified in the risk assessments undertaken by all staff and clear guidance was provided to all Managers in

			<p>school age children or caring responsibilities.</p> <p>✓ 25 March – Watford Health and You updated to provide specific information to assist those working from home with caring responsibilities</p>		<p>relation to the need for flexibility and to make local arrangements as appropriate. This was reinforced by a number of corporate communications, including ‘In Touch’ directly from the Managing Director.</p> <p>We will continue to monitor this area during the pandemic to actively support our staff with caring responsibilities.</p>
<p>Understand the impact of covid-19 on the health and wellbeing of staff</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. We will develop and train more Mental Health First Aiders and Mental Health Champions to further support staff.</p>	<p>Staff wellbeing</p>	<p>✓ 15 July - Meeting with current Mental Health Champions and First Aiders to review situation</p> <p>✓ 31 July - Advertise and actively seek additional Mental Health Champions and First Aiders</p> <p>✓ 30 September - Required training complete for all Mental Health Champions and First Aiders</p>	<p>On track</p>	<p>The council has 14 Mental Health First Aiders, including a councillor representative and eight Mental Health Champions. As part of the council commitment to focus on mental health, the number of Mental Health first aiders and champions has grown in the past months and all Managers have received specific guidance in relation to keeping in touch with staff.</p> <p>Ensuring our staff have the appropriate support for their health and wellbeing remains a priority and we would continue to engage with them on the help that they need.</p>

Ensure our policies are updated	We will review all our policies to reflect the new 'business as usual' in terms of social distancing, new starters and smart working	HR Policy	All required policies updated but situation to be kept under constant review	On track	All relevant policies reviewed and updated to ensure staff are kept safe and informed. To be kept under review in line with changes to government guidelines.
<b>OBJECTIVE</b> Ensure that employees are supported, that efforts are acknowledged and that effective communications with employees is maintained		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Communicate effectively with colleagues	We will produce an employee Communications Plan with includes details of effective tools to ensure that key messages are cascaded whilst allowing our colleagues to feedback in a meaningful way	Staff wellbeing	<ul style="list-style-type: none"> <li>✓ 22 July - Additional online support for staff to be launched</li> <li>✓ 18 September - Draft Renewals Comms Plan produced</li> <li>✓ 12 October – Renewals Comms Plan approved by Renewal Coordination Board</li> </ul>	Complete	Road to Renewal Communications Plan developed. Fortnightly review of Communications Plan to ensure ongoing delivery and progress. This includes details of key tools to ensure the accurate cascade of corporate messages and has also formed part of the internal governance review.
Engage with colleagues on the future of the council	We will continue to engage regularly with the Staff Ambassador Group, including in relation to our Renewal Plan and wider Council Plan	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 9 June - Staff Ambassador Group review of Council Plan and Renewal Plan</li> <li>✓ 24 June – Final version takes into account feedback provided directly from staff.</li> </ul>	On track	Staff Ambassador Group continue to meet on a regular basis, with representatives from services across the council. Updates on delivery continue to be provided via regular In Touch updates from the Managing Director. A further update for the Staff Ambassador Group on the progress of the Delivery Plan and Renewal Plan is scheduled for Quarter 3.

					The Staff Ambassador Group continues to meet to respond to provide staff with an opportunity to share their views and input into corporate initiatives and transformation.
Recognise the contribution of our colleagues to our response to Covid-19	We will evolve our Team Recognition Strategy to recognise the impact of Covid-19, including recognition for staff beyond June 2020	HR Policy	<ul style="list-style-type: none"> <li>✓ 3 August - Paper to SLT on Team Recognition Strategy, payments for 19/20 and decision for future delivery</li> <li>✓ Team Recognition Strategy discussed and agreed at LB on 28 Sept</li> <li>✓ 30 September – Final decision for budget for scheme to be retained for 20/21 to recognise staff efforts throughout Covid</li> </ul>	Complete	Team Recognition Strategy pilot review has been completed. It has been agreed that the budget for this year will be retained to reflect the additional effort of staff from across the organisation in supporting the council's Covid-19 response but that a new scheme would not to be pursued and the budget would not to be transferred to the next financial year but used as Covid savings to mitigate the pressure on budgets.
<b>OBJECTIVE</b> Capture learning through a process of debriefing, both single and multi-agency		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Understand what was good about our response to Covid-19 and what we would do differently in the future	We will ensure that all our incident response cells are closed or transitioned to business as usual in a way which allows us to review what worked well in each cell and where we could apply learning in the future, particularly to help us prepare for a second wave of the virus	Resilience	<ul style="list-style-type: none"> <li>✓ 6 July - Report to SLT on lessons learnt from first wave response</li> <li>✓ 14 September - Report to LB on second wave preparations</li> </ul>	On track	Lessons learnt from across the incident management cells reviewed and consolidated, feeding in second wave preparedness plans, ensuring that the council can respond as effectively as possible to in the

			✓ 21 September - Report to PHs on second wave preparations		<p>event of the tier level escalating.</p> <p>Second wave preparations complete but constantly under review to embed continual improvement and support response to national tier escalations.</p>
Learn from other organisations to inform our future plans	We will work with our Local Resilience Forum partners to compare our approach to Covid-19 with what others have done in relation to incident to enable us to respond to a future incident and support our residents and businesses as effectively as possible	Resilience	✓ Ongoing link between the council's Resilience Officer and the Local Resilience Forum maintained. Council representatives remains on operational and strategic response groups to ensure ongoing alignment and opportunity for shared learning.	On track	<p>Ongoing engagement between the council and Local Resilience Forum via the HCC Resilience Officer. The Managing Director also sits on the Executive Board of the Local Resilience Forum (LRF), engaging at a strategic level.</p> <p>We will continue to actively engage with the LRF to make sure our plans remain up to date, focused and enable us to respond quickly as the pandemic progresses.</p>
React to feedback from colleagues	We will report back on our recent Covid-19 staff survey with a clear action plan for delivery, based on the feedback received from our colleagues	Re-mobilisation	<p>✓ 13 October - LB reviewed and agreed the Action Plan.</p> <ul style="list-style-type: none"> <li>• 31 October – Action plan to be implemented</li> </ul>	On track	Covid-19 staff survey undertaken to understand the impact on staff. A responsive Action Plan is now in development, with implementation scheduled for the end of October.

Prepare for a second wave of the virus	Based on the above, we will review and amend our Business Continuity Plans, including in relation to our approach for a second wave or spikes in the infection rate of the virus and subsequent lockdown so that we can respond as effectively as possible to support our residents and businesses	Resilience	<ul style="list-style-type: none"> <li>✓ 31 July – Updated business continuity plans template agreed and instructions for review and second lockdown scenario planning circulated to all Heads of Service</li> <li>✓ 31 August – All Business Continuity Plans updated</li> </ul>	<b>Complete</b>	All Business Continuity Plans updated with specific reference to Covid-19, incorporating the lessons learnt from the first wave to ensure that the council is able to respond as effectively as possible for residents.
<b>OBJECTIVE</b> Ensure that learning is used to identify opportunities and inform future changes, such as modernisation and transformation, linking to the existing programme		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Ensure our values and behaviours reflect what we have learnt about the council during the Covid-19 response	We will refresh and co-design the council's expected behaviours and values over the next period to ensure that we have a supported workforce who work collectively for our residents and businesses	Re-mobilisation	No dates/milestones have been agreed yet.	Delivery re-profiled	As detailed in appendix 2 work is now recommencing,, on the Action Plan which will be in place by the beginning of November
Introduce a new Organisational Development approach	We will establish a people-focused and valuable Organisational Development Strategy so that we develop our staff and support them to feel satisfied and motivated to provide the best service for Watford's residents and businesses	Re-mobilisation	<ul style="list-style-type: none"> <li>✓ 6 July – Organisational Development Strategy approved by Cabinet</li> </ul>	<b>On track</b>	Full list of commitments and milestones for the Organisational Development Strategy accompanies the report to Cabinet as Appendix B
Digitise our processes	We will ensure that all council processes utilise existing council technology, such as the council's Customer Relationship Management (CRM) system so that customers, whether residents or businesses, can transact with the council at a time that suits them, not just during the traditional opening hours	Digitisation	Digitisation relating to Community Protection and Revenues and Benefits remains outstanding. However, focus of the teams remain on Covid-19 response and milestones therefore remain uncertain at the current time meaning that the	Delivery re-profiled	Community Protection and Revenues and Benefits digitisation activity delayed due to Covid response activity. Immediate priorities have been agreed and will be actioned this year with further planning activity

			timeline for this commitment will require re-profiling.		to take place when resource allows.
Understand the impact of Covid-19 on our requirements for office space	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 Covid-19 staff survey to enhance feasibility work already underway in relation to the High Street North and Cultural Hub	Resilience	<ul style="list-style-type: none"> <li>✓ 1 July – Engagement with senior leaders from across the organisation to understand the impact of Covid-19 and future requirements for the organisation</li> <li>✓ 16 September – Potential Town Hall requirements fed directly into the High Street North and Cultural Hub business cases.</li> </ul>	<b>Complete</b>	Learning from Covid-19 captured and engagement with all service heads to understand future requirements which have now fed into wider project on High Street North and Cultural Hub and the relevant business cases.
Implement a new digital print and post solution	We will complete the implementation of the council's digital print and post solution to ensure a reduced need for on-site activities and to ensure that our internal processes are as efficient as possible, allowing us to focus on providing services for our residents and businesses	Digitisation	<ul style="list-style-type: none"> <li>• 15 October – Test Benefits printmail</li> <li>• 16 October – Agree go-live subject to successful testing. Anticipate go-live w/c 19 October</li> <li>• 21 October – Agree timeline for Revenues activities</li> </ul>	Delivery re-profiled	Some delays to implementation as a result of an ongoing focus on Covid-19 response and the issuing of grants meaning the re-profiling of the timeline. However, clear delivery expectations now in place.
<b>OBJECTIVE</b> Ensure that there are appropriate commemorative events for colleagues/Members		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Recognise the contribution made by our staff during the pandemic	Engaging with our Staff Ambassador Group we will identify appropriate and valuable events for colleagues which recognise their contribution to our Covid-19 response in supporting our town, residents and businesses, whilst respecting those who	Staff wellbeing	Work is ongoing incrementally with the Staff Ambassador's Group, but plans for face to face events have had to be deferred.	Delivery re-profiled	There have been a number of initiatives for staff to ensure that their effort and dedication throughout the Covid-19 response has been recognised. This includes financial recognition

	have been personally impacted by the virus and the subsequent lockdown			where appropriate. However, with a second wave of the virus underway it is not appropriate to consider face-to-face events at the current time and so this will remain on hold until government guidance is changed.
--	--	--	--	--

#### 4. Work stream 4: Financial Resilience

##### 4.1 Key achievements over period

- Budgets reset and agreed in light of Covid-19 impact.
- £150k general support from Government received and first quarterly Income Guarantee claim submitted to Government (forecast c.£1m for the year).
- Agreement reached on Colosseum contract.
- SLM (Leisure centres) recommenced trading.
- September quarterly rental income receipts trending upwards compared to June 2020.
- 4 lettings agreed since end March.
- Former Debenhams site filled at intu and Next Home & Beauty now open.

##### 4.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
Blue	Completed	1
Green	On track	8
Yellow	Planning underway	0
Red	Delayed / Unknown	0
	Delivery re-profiled as a result of external influence	0
<b>Total</b>		<b>9</b>

OBJECTIVE Quantify the budgetary impact of the pandemic on the council and identify and pursue external opportunities for funding		Project	Key Milestones	'RAG' Rating	Update
Understand the impact of Covid-19 on our finances	We will ensure that the financial impact of Covid-19 is fully identified and recorded, including what we have spent responding to the crisis and the impact on our income	Financial Impact	<ul style="list-style-type: none"> <li>✓ 25 July - SLM Leisure Centres reopened</li> <li>✓ 31 July - Receipt of Gov't LA support package funds</li> <li>✓ 11 September - Market income impact paper</li> <li>✓ 30 September - Completed &amp; Submitted Gov't's Income Guarantee scheme forms to reclaim quarter 2 income</li> <li>✓ 2 October - Colosseum contract end notification letter</li> <li>✓ 12 October - Review first month's accounts since leisure centre reopening</li> <li>• 19 October - Develop high street initiatives project plan</li> </ul>	On track	Financial impact of Covid-19 identified and ongoing monitoring underway through the Financial Resilience work stream.
Understand the wider impact of Covid-19 on the public sector	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	Financial Impact		On track	Ongoing contribution to cross authority groups and to learn from others/share best practice. Where grants and additional financial support is available, bids have been made in order to support the council's financial resilience. This includes for the

					High Street reopening scheme and for support for rough sleepers.
Manage the impact of Covid-19 on our finances over the coming years	We will identify the longer term impact on the council's Medium Term Financial Strategy and develop a strategy to close the gap so that we can continue to focus on our priorities	Investment Portfolio	<ul style="list-style-type: none"> <li>✓ 14 July - Budget reset discussions at Council</li> <li>✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service</li> <li>✓ 23 September - Review base budget adjustments</li> <li>✓ 12 October – Growth bids and savings proposals for 2021/22 due from services</li> </ul> <p>Assessment of growth bids and savings proposal underway in preparation for the budget setting cycle.</p>	On track	Council budget reset following re-profiling of projects as a result of Covid-19, allowing the council to focus on priorities outlined within the Council Plan. Ongoing managing of budgets and planning for impact of Covid on future financial years
<b>OBJECTIVE</b> Model the effects of disrupted revenue streams		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Understand the impact of the Covid-19 on our income	We will continue to identify and model the impact of the pandemic in relation to the council's property investment revenue streams and work with the council's investment managers to identify any action that can be taken to minimise risks and reduce the impact	Investment Portfolio	<ul style="list-style-type: none"> <li>✓ 23 July - Compare latest quarter rent/investment collections with pre-Covid quarters</li> <li>✓ 10 August – outstanding market rent letters sent</li> <li>✓ 15 August - Intu 7% rent receipt not received</li> <li>✓ 7 September – Regus rent extension agreed at PIB</li> <li>• 20 October - quarterly update reports going to Commercial Income and Investment Board</li> </ul>	On track	A number of leases agreed at Croxley Business Park during lockdown with detailed monitoring of intu administration impact underway but positive developments include the announcement of Next Home & Beauty moving into the ex-Debenhams site. Ongoing monitoring of quarterly rent receipts and comparison with previous quarters. Ongoing

			<ul style="list-style-type: none"> <li>1 November – Additional occupation of Croxley Business Park premises</li> </ul>		successful management of the council’s investment portfolio will allow budget to be focused on the delivery of the priorities outlined in the Council Plan.
<b>OBJECTIVE</b> Ensure the prompt administration of national and local financial schemes during the renewal phase		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Manage financial hardship schemes	We will continue to ensure that national and local financial hardship schemes support those residents and businesses most affected by the crisis		<ul style="list-style-type: none"> <li>✓ 17 July - SME &amp; Retail Hospitality &amp; Leisure grant allocated and closed</li> <li>✓ 2 September - Discretionary Fund allocated and closed</li> </ul>	<b>Complete</b>	SME & Retail Hospitality & Leisure Fund fully allocated to eligible businesses. 150 businesses supported through the administration of the Discretionary Fund, totalling £856k. Policies drafted for Local Lockdown Fund for use if and when required.
<b>OBJECTIVE</b> Develop draft local approaches to mitigating budget challenges		<b>Project</b>	<b>Key Milestones</b>	<b>‘RAG’ Rating</b>	<b>Update</b>
Mitigate the impact of Covid-19 on the council by continuing to actively manage our budgets	We will develop options for reduced spend and increased borrowing to ensure that our budget can continue to support services provided to our residents. This budget management will include ensuring that grants are spent on time and that any projected spend impacted by the virus is re-profiled so that it supports our priorities	Manage the gap	<ul style="list-style-type: none"> <li>✓ 14 July - Budget reset discussions at Council</li> <li>✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service</li> <li>✓ 23 September - Review base budget adjustments</li> <li>✓ 12 October – Growth bids and savings proposals for 2021/22 due from services</li> <li>• November - Assessment of growth bids and savings proposal</li> </ul>	<b>On track</b>	Council budget reset following re-profiling of projects as a result of Covid-19, allowing the council to focus on priorities outlined within the Council Plan.

			underway in preparation for the budget setting cycle.		
<b>OBJECTIVE</b> Assess the impacts of supply chain disruption (including key contractors)		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
Understand the impact of supply chain disruption on our projects and contracts (whether as a result of a second wave of the virus or EU Exit)	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	Contractor Resilience	<ul style="list-style-type: none"> <li>✓ 30 September – EU Exit and supply chain strategy shared with key Finance stakeholders</li> <li>✓ 07 October – Work stream risk register updated with EU Exit risk to supply chains</li> <li>• 30 October – Final review undertaken by all services in relation to the impact on services as a result of EU Exit.</li> </ul>	On track	<p>EU Exit and Supply Chain Strategy successfully completed. All Business Continuity Plans updated with specific reference to Covid-19, incorporating the lessons learnt from the first wave to ensure that the council is able to respond as effectively as possible for residents. Further review is now underway in light of the specific impact of the EU Exit in relation to supply chains. Ongoing review in line with Covid wave 2 and EU Exit negotiations.</p> <p>It is anticipated that there will be a resourcing impact in Q3 and 4, which may have an impact on the Covid 19 response. To mitigate risk discussions ongoing at the Hertfordshire Recovery Coordinating Group.</p>

<p>Support our local businesses to work with the council</p>	<p>We will review how the council works with local SMEs with a view to improving the opportunities for local SMEs to supply goods and services to the council so that we play an active role in supporting our local economy</p>	<p>Contractor resilience</p>	<ul style="list-style-type: none"> <li>✓ 28 August - Town Centre Development Manager appointed</li> <li>✓ September – engaged BID &amp; reviewing its future ahead of ballot in 2021</li> <li>✓ 28 September - BID Business Plan reviewed</li> <li>✓ October – Visit Watford consultant review complete</li> <li>✓ 9 October – registered interest with the High Street Taskforce for expert advice and support</li> <li>• 15 October – Comms meeting to agree approach to attracting and growing businesses in Watford</li> <li>• 20 October – meeting with College</li> <li>• November onwards – Develop Town Centre plan, including developing opportunities for local SMEs</li> </ul>	<p>On track</p>	<p>Town Centre Development Manager appointed to provide ongoing focus on the town centre and, following a success review of the council’s business networks and forums, is continuing to work closely with SMEs in line with the council’s new approach to business engagement.</p>
<p>Ensure that our business continuity plans are realistic about the impact of supply chain disruption (whether as a result of a second wave of the virus or EU Exit)</p>	<p>We will review our business continuity plans to ensure that there is clarity on how services will be delivered in the event of contractor or supply chain failure and to ensure that we can continue to deliver the best possible service to our residents and businesses</p>	<p>Contractor resilience</p>	<ul style="list-style-type: none"> <li>✓ 9 September – Business Continuity Plans updated</li> <li>• 30 October – Final review undertaken by all services in relation to the impact on services as a result of EU Exit.</li> </ul>	<p>On track</p>	<p>All Business Continuity Plans updated with specific reference to Covid-19, incorporating the lessons learnt from the first wave to ensure that the council is able to respond as effectively as possible for residents. Further review is now underway in light of the specific impact of the EU Exit in relation to supply chains.</p>

