

Watford Borough Council Road to Renewal Plan

Progress Update

1. Work Stream 1: Community

1.1 Key achievements over this period

- A homelessness prevention protocol is now in place for the discharge of individuals from Watford hospital or prison who are known to be rough sleepers. The Street Outreach Service and/or the council's Housing Solutions Team work with the hospital to ensure rough sleepers are not discharged to the street.
- The annual rough sleeper count which covers all 12 wards of Watford was successfully undertaken by the Housing Team with strong indications of a reduction in rough sleeping across the town.
- Watford Council have been involved in the creation and testing of a new system devised by Hertfordshire County Council to track rough sleeper cases. The system is being trialled in Watford with a view to it being used across all 10 districts in Hertfordshire.
- The Housing First project for rough sleepers which is funded through the Next Steps Accommodation Programme is continuing on target. Watford Community Housing who are purchasing the properties have had offers accepted on ten self-contained one bedroom homes. Rough sleepers for the first four units have already been identified, including one who was placed in hotel accommodation some weeks ago due to being assessed as clinically vulnerable. The Rough Sleepers Taskforce will be asked to agree the initial nominees to the Housing First homes at its meeting on 20 January.
- Voluntary Sector Strategy and associated action plan approved by Cabinet on 9 November. Work underway to ensure that the strategy is delivered and the council harnesses the great community spirit demonstrated throughout the first wave of Covid-19.
- A series of Fundraising activities took place in December to boost Watford Help's Community Fund including 'Laps to Lapland', a festive campaign promoting exercise and positive mental health activities which ran from 7th-31st December. The total amount raised will be over £8,000 with a donation from Camelot currently being processed.
- Further Dementia Friendly Town activities including the 'Forget Me Not Restaurant' for people living with dementia, the creation of a Dementia Friendly Leaflet which is currently being distributed to care homes, dementia care groups, GP surgeries, the Peace Hospice and the hospital, the delivery of Christmas hampers to seven local care homes provided by Small Acts of Kindness, SEWA Charity and Watford FC and a dementia focused show on Vibe Radio.
- More than £160,000 raised for voluntary and community groups across the town supporting Watford residents, with plans underway to ensure that the fund helps to support groups long term and in a sustainable way.

1.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
	Completed/Initial activity outlined complete	5
	On track/revisit at end of each lockdown	23
	Planning underway	0
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	
Total		28

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"> ✓ 6 August – AEA commissioned to provide support in delivery of the council's existing cultural strategy, inc. work with the cultural sector ✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review ✓ 4 / 11 November – Cultural Leaders Group to review AEA report and action plan ✓ 18 January – AEA final report to Cabinet alongside THCQ Programme • Late January – Governance workshop to establish preferred governance model 	On track	Cultural Strategy delivery support underway with the Cultural Leaders Group having reviewed the AEA report and signed off the associated action plan. The final recommendations fed into the newly established Town Hall Cultural Quarter programme approved by Cabinet in January. A workshop at the end of January will consider the governance arrangements for taking the work forward.

<p>Commemorate Watford's response to Covid-19</p>	<p>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</p>	<p>Watford Together</p>	<ul style="list-style-type: none"> Entirely subject to government guidance and legislation so unable to confirm timeline for this at the current time. However, there is a clear commitment to celebrate the resilience of the town and great community spirit across the local area shown by Watford residents through the Covid-19 pandemic. 	<p>On track</p>	<p>The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.</p> <p>However, since a Covid vaccine has been announced, the climate for the appropriate staging of the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.</p>
<p>Review our relationship with the voluntary and charitable sector</p>	<p>We will produce and deliver a clear strategy on the ongoing relationship with the voluntary sector</p>	<p>Watford Helps</p>	<ul style="list-style-type: none"> ✓ 21 August – Voluntary Sector Specialist recruited ✓ 21 September – Review approach approved by Informal Cabinet and engagement underway ✓ 8 October – Internal review of draft strategy ✓ 9 November – Strategy approved by Cabinet 	<p>Complete</p>	<p>Volunteer Strategy approved by Cabinet. New milestones created to implement the Voluntary Sector Specialist's recommendations. Significant engagement with the voluntary and community sector has already taken place and will form the basis of the council's ongoing strategy.</p>
<p>Identify the best way to work with volunteers in the future</p>	<p>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</p>	<p>Watford Helps</p>	<ul style="list-style-type: none"> ✓ 21 August – Voluntary Sector Specialist recruited ✓ 21 September – Review approach approved by Informal Cabinet and engagement underway ✓ 8 October – Internal review of draft strategy 	<p>On track</p>	<p>New milestones created to implement the Voluntary Sector Specialist's recommendations. Significant engagement with the voluntary and community sector has</p>

	whose education has been impacted by Covid-19 to volunteer within the community		<ul style="list-style-type: none"> ✓ 9 November – Strategy approved by Cabinet • January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board • February '21 - Action plan discussed & agreed with W3RT • February '21 - Action plan agreed at Portfolio Holder's meeting • February '21 - Action plan agreed at Voluntary Sector Partnership meeting 		already taken place and will form the basis of the council's ongoing strategy.
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"> ✓ 21 August – Voluntary Sector Specialist recruited ✓ 21 September – Review approach approved by Informal Cabinet ✓ 8 October – Internal review of draft strategy ✓ 9 November – Strategy approved by Cabinet • January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board • February '21 - Action plan discussed & agreed with W3RT • February '21 - Action plan agreed at Portfolio Holder's meeting • February '21 - Action plan agreed at Voluntary Sector Partnership meeting 	On track	Plan for the future use of volunteers, including making sure there are appropriate roles for volunteers to step into is to be drawn up as part of the process of implementing the Voluntary Sector Specialist's recommendations for which new milestones have been created.
Support our residents living with, or caring for	Working with businesses, partners, carers and residents living with	Watford Helps	Lots achieved to date and milestones to be confirmed with delivery of agreed	On track	Watford has built a strong reputation as a dementia-

<p>someone living with, dementia</p>	<p>dementia, we will champion Watford as a place where people living with dementia are understood, respected and supported</p>		<p>action plan to be reviewed in the light of Covid-19 and the focus of the council's Community Protection team on working with residents and businesses on preventing the spread of the virus.</p>		<p>friendly town and accreditation has been achieved for a further two years. Dementia support and events to date include the 'Forget Me Not Restaurant' for people living with dementia, the creation of a Dementia Friendly Leaflet which is currently being distributed to care homes, dementia care groups, GP surgeries, the Peace Hospice and the hospital, the delivery of Christmas hampers to 7 local care homes provided by Small Acts of Kindness, SEWA Charity and Watford FC, and a dementia focused show on Vibe Radio. Dementia Champion Training with the Alzheimer's Society is being arranged, awaiting dates due to furloughed staff.</p>
<p>OBJECTIVE Engage our community in the renewal process</p>		<p>Project</p>	<p>Key Milestones</p>	<p>'RAG' Rating</p>	<p>Update</p>
<p>Work with our community to reflect and commemorate Covid-19</p>	<p>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</p>	<p>Watford Together</p>	<ul style="list-style-type: none"> ✓ 28 October – Design for Cassiobury Peace Garden complete ✓ 1 December - Engagement with Watford General Hospital on memorial commenced 	<p>On track</p>	<p>The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.</p>

			<ul style="list-style-type: none"> 15 February – Gov’t review of lockdown 3 restrictions 		<p>However, since a Covid vaccine has been announced, the climate for the appropriate staging of the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.</p>
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	<ul style="list-style-type: none"> ✓ 1 August – following closure of Operation Shield all beneficiaries transitioned to longer term support or self-sufficiency, where appropriate. • 15 February – Gov’t review of lockdown 3 restrictions 	Complete during first and second lockdowns. Required additionally at end of third lockdown	This activity has been successfully completed through the transition of beneficiaries as the Watford Help incident cell closed after the first national lockdown with more than 1,500 Watford residents were helped by the scheme. Additional lockdowns will require revisiting of previous milestones to ensure beneficiaries are transitioned again and supported in the long-term.
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	<ul style="list-style-type: none"> ✓ 1 August – following closure of Operation Shield all beneficiaries transitioned to longer term support or self-sufficiency, where appropriate. • 15 February – Gov’t review of lockdown 3 restrictions 	Complete during first and second lockdowns. Required additionally at end of	This activity has been successfully completed through the transition of beneficiaries as the Watford Help incident cell closed after the first national lockdown.

				third lockdown	Additional lockdowns will require revisiting of previous milestone to ensure beneficiaries are transitioned again and supported in the long-term.
Continue to work closely with our community, voluntary and faith groups who contributed to the community response to Covid-19	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 the town, including ensuring that our most vulnerable residents continue to receive the support they need	Watford Helps	<ul style="list-style-type: none"> ✓ 21 August – Voluntary Sector Specialist recruited ✓ 21 September – Review approach approved by Informal Cabinet and engagement underway ✓ 8 October – Internal review of draft strategy ✓ 9 November – Strategy approved by Cabinet • January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board • February '21 - Action plan discussed & agreed with W3RT • February '21 - Action plan agreed at Portfolio Holder's meeting • February '21 - Action plan agreed at Voluntary Sector Partnership meeting 	On track	How best to ensure that the positive joint working across the sector and with the council throughout Covid-19 is harnessed and taken forward in the long-term is to be addressed as part of implementing the Voluntary Sector Specialist's recommendations for which new milestones have been created.

OBJECTIVE Support and facilitate the ongoing welfare of residents who have suffered hardship, loss and trauma as a result of the pandemic		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ 26 November – Gap analysis and funding proposal developed by Watford Community Housing to be presented to the One Watford Strategic Partnership ✓ 15 December - Gap analysis and funding proposal presented to the One Watford Strategic Partnership • January 21 - Strategic Group to discuss a broader reaching Watford wide solution around mental health <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. A broader Watford wide mental health solution has been raised as Watford Community Housing's mental health proposal is primarily focused on their tenants.
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"> ✓ 15 July – Number of online resources available for residents, covering financial hardship, bereavement and mental health issues. ✓ 15 September – Confirmation of approach to managing volunteers and supporting residents in the event of a second wave and online resources updated accordingly. 	Complete and ongoing	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"> • 28 October – Design for Cassiobury Peace Garden complete 	On track	The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.

			<ul style="list-style-type: none"> 1 December - Engagement with Watford General Hospital on memorial commenced 15 February – Gov’t review of lockdown 3 restrictions 		<p>However, since a Covid vaccine has been announced, the climate for the appropriate staging of the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.</p>
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 and ongoing	Significant amount of information remains online and accessible for residents to provide ongoing support. As further support requirements become clear as the incident develops, further online resources will be added
OBJECTIVE Put in place mechanisms to identify those with ongoing vulnerabilities and a strategy for addressing these needs		Project	Key Milestones	‘RAG’ Rating	Update
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	Watford Helps	<ul style="list-style-type: none"> ✓ 1 August – following closure of Operation Shield all beneficiaries transitioned to longer term support or self-sufficiency, where appropriate. • 15 February – Gov’t review of lockdown 3 restrictions 	Complete during first and second lockdowns. Required additionally at end of	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 which will remain on

	longer require support or are referred to an appropriate partner organisation			third lockdown	stand-by in the event of a local lockdown. Additional lockdowns will require revisiting of previous milestone to ensure beneficiaries are transitioned again.
Address the issue of digital isolation that impacted many in our community as result of Covid-19	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"> • April '21 - Project Manager in place • June '21 - Options appraisal • July '21 – Develop proposal • August '21 – Proposal approved • September '21 – Deploy approved approach 	On track	Not due to start until April 2021 to align with available resource. This project will seek to support residents across the town to avoid digital isolation, the importance of access and skills to technology having been highlighted during lockdown.
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	✓ 15 July – Additional information and signposting added to council website, specifically relating to financial abuse and online scams	Complete and ongoing	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. This will be added to as and when necessary as the incident develops.
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	Rough Sleeping and Homelessness	<ul style="list-style-type: none"> • 30 June - Medium Complex Intensive Support Service (MCISS) opens • 6 July – Homelessness Strategy approved by Cabinet • 14 July - Information shared on training, secondment and shared 	On track	It should be noted the Homelessness Strategy contains a significant number of initiatives, milestones and objectives – the list contained within this

	<p>ensure that it remains valid and supporting those in our community to achieve and maintain zero rough sleepers on the streets of Watford</p>		<p>learning opportunities provided at Watford Strategic Homeless Forum</p> <ul style="list-style-type: none"> • 14 July - Watford Rough Sleeping Taskforce was launched • 23 September – Next Steps Accommodation funding bid successful • 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 • 30 September - Application for 20 units of self-contained move-on accommodation submitted • Q3 2020 MHCLG Rough Sleepers Initiative funding application – submission May 2021 (MHCLG changed the timetable) • 31 January 21 - Quality, timely and accessible information available to all homeless households to help prevent homelessness • 31 March 21 - 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 • 15 March '21 - Pathways are formalised for responding to 		<p>report is not exhaustive with more detailed reporting on delivery of Strategy provided to HPAG. However, this does provide an overview of the significant progress already made in this field over the last few months, where there has been a significant focus on supporting those who find themselves homeless and sleeping on the streets.</p> <p>Simplified, online housing and homelessness advice form 90% completed but milestone re-baselined due to a contractual disagreement between the Housing Team and the provider delaying the project.</p> <p>Milestone for Online homelessness training and education course re-baselined due to other priorities in Housing taking precedence.</p>
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			<p>cuckooing, gang-related incidents, domestic violence and modern slavery</p> <ul style="list-style-type: none"> • 31 March '21 - First Home Truths programme with West Herts College and local schools to prevent future homelessness amongst young people • Q4 2020/21: NSAP short-term revenue funding spent by end March 2021 • Q4 2020/21: NSAP capital funding spent by end March 2021 • Q4 2020/21: Work with HCC re best use of housing related support funding by end March 2021 • Q1 2021/22 - Open complex needs scheme • Q3 2021/22: Have zero rough sleepers on streets of Watford 		
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"> ✓ 6 July - Report to SLT on lessons learnt from first wave response ✓ 14 September - Report to LB on second wave preparations ✓ 21 September - Report to PHs on second wave preparations 	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 businesses as the virus case numbers rise. This was effectively completed during the second wave of the virus and for the second and third lockdowns.

OBJECTIVE Identify funding opportunities to assist in the renewal process		Project	Key Milestones	'RAG' Rating	Update
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	<ul style="list-style-type: none"> ✓ 9 November – Volunteer Sector Strategy approved by Cabinet • January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board • February '21 - Action plan discussed & agreed with W3RT • February '21 - Action plan agreed at Portfolio Holder's meeting • February '21 - Action plan agreed at Voluntary Sector Partnership meeting 	On track	<p>More than £160,000 has been raised and allocated to local charities and voluntary groups serving residents across the town during the first wave of the virus, thanks to a fantastic response to the Covid-19 appeal.</p> <p>The challenge of issuing continued support to charities and the voluntary sector impacted by Covid-19, including how best to manage the Community Fund over the medium to long term, is to be addressed as part of implementing the Voluntary Strategy for which new milestones have been created.</p>
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	<ul style="list-style-type: none"> ✓ 9 November – Volunteer Sector Strategy approved by Cabinet • January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board • February '21 - Action plan discussed & agreed with W3RT 	On track	<p>During the first wave of the virus, the Community Fund which was supported and promoted closely by the Council, grew to more than £155,000. Further activity and promotion of the fund took place over the Christmas period. How best</p>

			<ul style="list-style-type: none"> February '21 - Action plan agreed at Portfolio Holder's meeting February '21 - Action plan agreed at Voluntary Sector Partnership meeting 		to manage and promote the Community Fund over the medium/long term, will be addressed as part of implementing the Voluntary Strategy for which new milestones have been created.
OBJECTIVE Deliver and support appropriate memorial and thank you events and initiatives		Project	Key Milestones	'RAG' Rating	Update
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"> 28 October – Design for Cassiobury Peace Garden complete 6 December - Tree specification decided & memorial bench sourced for Peace Garden 15 February – Gov't review of lockdown 3 restrictions 	On track	<p>The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.</p> <p>However, since a Covid vaccine has been announced, the climate for the appropriate staging of the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.</p>
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"> Entirely subject to government guidance and legislation so unable to confirm timeline for this at the current time. However, there is a clear commitment to celebrate the resilience of the town and great community spirit across the local area 	On track	<p>The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.</p> <p>However, since a Covid vaccine has been</p>

			shown by Watford residents through the Covid-19 pandemic.		announced, the climate for the appropriate staging of the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.
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	<p>Entirely subject to government guidance and legislation so unable to confirm timeline for this at the current time. However, there is a clear commitment to celebrate the resilience of the town and great community spirit across the local area shown by Watford residents through the Covid-19 pandemic.</p> <ul style="list-style-type: none"> • 15 February – Gov't review of lockdown 3 restrictions 	On track	<p>The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.</p> <p>However, since a Covid vaccine has been announced, the climate for the appropriate staging of the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.</p>
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"> • 26 November - Fountain ordered for St Mary's Church Yard • 31 January - Commission survey for St Mary's Church Yard Fountain • 15 February – Gov't review of lockdown 3 restrictions 	On track	<p>The initial project was has been reprofiled in response to local restrictions and national lockdown COVID 19.</p> <p>However, since a Covid vaccine has been announced, the climate for the appropriate staging of</p>

					the memorial & commemorative events is looking more favourable. Based on this, further milestones for these are being developed.
Utilise volunteers to support our community	Subject to the council's ongoing volunteering strategy, we will work with our volunteers to support Watford Together events and initiatives	Watford Helps / Watford Together	<ul style="list-style-type: none"> ✓ 9 November – Volunteer Sector Strategy approved by Cabinet • January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board • February '21 - Action plan discussed & agreed with W3RT • February '21 - Action plan agreed at Portfolio Holder's meeting • February '21 - Action plan agreed at Voluntary Sector Partnership meeting 	On track	The response from the public to the appeal for volunteers during the first wave of the virus was overwhelmingly positive. The issue of how best to utilise volunteers in our community, including making sure there are appropriate roles for volunteers to step into is to be addressed as part of the process of implementing the Voluntary Sector Specialist's recommendations for which new milestones have been created.
OBJECTIVE Provide community reassurance through effective community leadership		Project	Key Milestones	'RAG' Rating	Update
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	One Watford	<ul style="list-style-type: none"> ✓ 28 July – Review approach, working with the LGA to undertake remote peer support, agreed ✓ 12 October – All One Watford members notified in relation to review 	On track	With the benefit of feedback from the LGA, work on defining the future terms of reference of One Watford has commenced.

	established through the response to the pandemic		<ul style="list-style-type: none"> 1-3 December –Desktop exercise completed 1 April '21 – Review recommendations implemented 		
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	✓ Community Cohesion cell remains in place	On track	Ongoing awareness through the Community Cohesion cell and regular meetings of the One Watford Community Safety Partnership. This will continue to be monitored as the incident develops.

2. Work Stream 2: Business and Economy

2.1 Key achievements over this period

- A covid-safe High Street remained open (subject to additional lockdowns/tiers), with ongoing advice and guidance for all businesses to ensure that they operated in line with legislation so that residents and visitors were kept safe.
- Economic Growth Strategy drafted to provide a vision and strategy for economic development for Watford that embraces economic growth, environmental sustainability, social equity and inclusive growth.
- Recommendations from Business forums review implemented to ensure that the council has the best support in place for businesses of all sizes across the town - OneWatford for Business introduced.
- Business support partnership with social enterprise Wenta launched, providing tailored offerings for all Watford businesses and the self-employed - 154 businesses have engaged with the programme, 91 businesses have had face-to-face discussions, 67 people booked onto webinars and 1 business has sought more in depth and specialist advice.
- Local Restrictions Grant launched to local businesses, supporting the local economy during 2nd lockdown and tier 3/4 restrictions - £3,121,025 paid out to 499 businesses to date.
- Additional Restrictions Grant process agreed and launched to provide further one-off payment support to those businesses not covered by other grants – £1.92m allocated to Watford for distribution by March 2022.
- Grants agreed for taxi drivers to support with licensing and cleaning.
- Key Accounts Programme and process launched with initial meetings held, ensuring that our commitment to provide the town's largest employers with a strong voice within the town.
- Business Customer Relationship Management system launched to allow the council to better manage its ongoing relationships and support for businesses.
- Watford Careers Fair planned for 9 March 2021 to ensure that there is a specific focus on employment and skills, supporting our residents to play a full role in the town's, region's and UK's economic revival. 'Generation Watford' website launched.
- Local employer support for KickStart programme helping young people at risk of long term unemployment get into the job market by providing government funding for employers to create six-month job placements.

2.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
	Completed/Initial activity outlined complete	9
	On track/revisit at end of each lockdown	26
	Planning underway	2
	Delayed / Unknown	0
	Delivery re-profiled as a result of external influences	0
Total		38

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	On track	Work to draft economic growth strategy underway. This will help the council to support businesses and the local economy not just immediately following the successive lockdowns but over the medium to long term.
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 local economy and businesses to thrive in the years to come	Revive		
		<ul style="list-style-type: none"> ✓ 17 July – Develop tender brief ✓ 27 July – Tender documents finalised ✓ 21 August – Tender closes ✓ 10 September – Supplier interviews ✓ 15 September – Supplier confirmed ✓ 2 October – Strategy development initiation ✓ 8 October - initial stakeholder engagement event ✓ 12 October – Design survey and questions ✓ 19 October – Deliver survey and survey live period ✓ 02 November – Review survey results 		

			<ul style="list-style-type: none"> ✓ 06 November – commence 1:1 stakeholder meetings ✓ 27 November – definition of strategic priorities ✓ 23 December – first draft of strategy • 18 January – second draft of strategy • 26 January – review by Strategy Group • 27 January – review by Mayor/Cllrs • 11 February – review by One Watford for Business • 15 February – final strategy received 		
OBJECTIVE Establish new, stronger and more focused partnerships with businesses of all sizes across the town		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ 12 August – Review of existing forums ✓ 24 August – Business forums recommendations approved by Informal Cabinet ✓ 31 December – Business partnerships and forums review complete and all recommendations implemented 	On track	50 key accounts scheme launched and roll out underway. All businesses involved will have regular interactions with senior council officers, with contract recorded on the business CRM system which has now also been implemented. Business partnerships and forums review complete and all recommendations were implemented by the end of the year to ensure that the town attracts and retains major employers for Watford residents.

<p>Understand the needs and concerns of our small businesses</p>	<p>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 will include representatives of SME groups on our Business Stakeholder Group</p>	<p>Revive</p>	<ul style="list-style-type: none"> ✓ 12 August – Review of existing forums ✓ 24 August – Business forums recommendations approved by Informal Cabinet, including merging virtual Covid-19 group with SME business Connect ✓ 8 October – Final virtual Covid-19 Forum ✓ 10 December – Relaunch Developers’ Forum • 11 February – inaugural One Watford for Business • February/March 2021 - annual symposium for Business 	<p>On track</p>	<p>Business partnerships and forums review complete and all recommendations implemented by the end of the year to ensure that the council is best placed to support the many successful smaller businesses and business owners across the town. First forums have been held with remaining forums due to launch/relaunch in early 2021.</p>
<p>Work with cultural bodies in the town to support their sustainability and business model(s) in the medium and longer term</p>	<p>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</p>	<p>Watford Together</p>	<ul style="list-style-type: none"> ✓ 6 August – AEA commissioned to provide support in delivery of the council’s existing cultural strategy, including our work with the cultural sector ✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review ✓ 4 / 11 November – Cultural Leaders Group to review AEA report and action plan ✓ 18 January – AEA final report to Cabinet alongside THCQ Programme • Late January – Governance workshop to establish preferred governance model 	<p>On track</p>	<p>Cultural Strategy delivery support underway with the Cultural Leaders Group having reviewed the AEA report and signed off the associated action plan. The final recommendations fed into the newly established Town Hall Cultural Quarter programme approved by Cabinet in January. A workshop at the end of January will consider the governance arrangements for taking the work forward.</p>
<p>Ensure that the council communicates effectively with our businesses</p>	<p>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</p>	<p>Renewal Plan</p>	<ul style="list-style-type: none"> ✓ 18 September - Draft Renewals Comms Plan produced ✓ 12 October – Renewals Comms Plan approved by Renewal Coordination Board 	<p>Initial activities complete but work remains ongoing</p>	<p>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.</p>

OBJECTIVE Actively support initiatives intended to assist SMEs to survive and grow		Project	Key Milestones	'RAG' Rating	Update
Support businesses to re-open safely	We will support businesses to re-open safely after Covid-19 and in line with 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	Business Reopening	<ul style="list-style-type: none"> ✓ 10 July – Approach to high street stewards agreed ✓ 15 July – Shop local campaign introduced ✓ 22 July – Changes to pavement licensing ✓ 15 September – Enhanced track and trace roll out ✓ 12 October – Officer meeting re long-term strategy for High Street traffic control ✓ 12 October – Traffic Marshals agreed to be in place until January 2021 ✓ 23 October – Long-term strategy for High Street traffic control considered at RCB ✓ October – winter planters in place to aid social distancing ✓ 11 November – social distanced Remembrance Day ✓ 13 November – Christmas light switch-on ✓ 02 December – town centre re-opened after November lockdown – transition to 'tier' system ✓ 02 December – Covid Marshals introduced ✓ 05 December – spectators return to Watford FC ✓ December – comprehensive comms programme to reinforce tier messaging 	Complete during first and second lockdowns. Further support will be required after third lockdown ends.	<p>Local support to businesses, including in relation to public health, has continued.</p> <p>Revised governance structure from 13 January when Town Centre Operations Group will take over responsibility providing a real focus for the council is supporting the Town Centre.</p>

			<ul style="list-style-type: none"> 06 January – review of festive period in Town Centre 13 January – new Town Centre Operations Group structure takes over 		
Encourage residents and visitors to use our Town Centre	We will introduce a programme of communications for residents, encouraging them to support our local businesses and to 'shop local, stay safe'	Business Reopening	<ul style="list-style-type: none"> ✓ 25 July – Shop local, stay safe campaign introduced ✓ 15 August – 'Travel with confidence' campaign underway ✓ 02 October – messaging aligned to "Hands, Face, Space" ✓ December – grant to support taxis agreed (licensing and cleaning) ✓ 19 November – locally focussed Covid comms week ✓ December – 'Shop local' campaign comms • 13 January – new Town Centre Operations Group structure takes over 	On track	<p>'Shop Local, Stay Safe' and 'Travel with Confidence' initiatives really successful. Communications to residents and visitors continues to be subject to government guidance and will be updated and tailored accordingly.</p> <p>Revised governance structure from 13 January when Town Centre Operations Group will take over responsibility</p> <p>Council are employing a Town Centre Marketing & Communications Officer to support this activity.</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	<ul style="list-style-type: none"> ✓ 24 July – First business newsletter sent ✓ Programme of regular newsletters ongoing 	Initial activities complete but work remains ongoing	Business newsletters have been published on a monthly basis since July providing a direct link between local businesses and the council. These continue to be published on a regular basis with the latest key information e.g. grants, Covid restrictions, EU

					transition, support programmes etc
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 Review and Thrive Strategy so that it best meets the needs of our businesses	Survive	<ul style="list-style-type: none"> ✓ 5 June - Business survey launched ✓ 15 July – Business survey closed 	Initial activities complete but work remains ongoing	Business survey was launched and received 232 responses, allowing the council powerful insight into the challenges faced by local businesses. This has set up the structure for further surveys in future to ensure the Council continues to understand changing business needs
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"> ✓ Business results shared and used to inform content on the website, the Wenta programme and the key accounts programme 	Initial activities complete but work remains ongoing	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. The final Economic Growth Strategy in Feb 21 will be used to evolve the Council's support for businesses
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"> ✓ 29 June - Business Information Hub launched and communications circulated ✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board ✓ 07 October – Wenta contract agreed 	Initial activities complete but work remains ongoing	Business Information Hub launched and Wenta support programme will provide further, tailored information for business and self-employed residents. Regular updates are made on the

			✓ 16 October - Wenta press release and launched		Hub e.g. grants, EU transition
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"> ✓ August – intro letter to pilot businesses ✓ 9 September – training for pilot businesses ✓ 23 September – set-up of business profiles ✓ 2 October – WhatsApp for business app launched. 	Initial activities complete but work remains ongoing	The new WhatsApp for Business launched on 2 October alongside a positive communications campaign and will provide a new, innovative way for businesses to engage directly with their customers. The Economic Growth Strategy will provide further information on how the council will continue to support businesses
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"> ✓ August/September – taxi driver training and protective screens provided under Travel with Confidence (TwC) scheme ✓ 30 September – TwC licensed for other LAs to use ✓ 7 October – TwC marketing commenced ✓ December – HSBC bank reopened ✓ January – grants agreed to support licence costs 	Initial activity outlined complete	Successful Travel with Confidence initiative introduced to keep Watford residents safe. Taxi drivers continue to complete training and obtain the TwC ‘mark’ throughout further lockdown periods. Grant agreed to support with licensing costs and retraining being explored for those not returning to the business.
OBJECTIVE Attract and retain big businesses to the town		Project	Key Milestones	‘RAG’ Rating	Update
Develop our 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-	Revive	<ul style="list-style-type: none"> ✓ 31 July – 50 key businesses identified ✓ 10 August – Business CRM tender underway 	On track	Key Accounts Programme and process launched and roll out underway. All businesses will have regular

	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		<ul style="list-style-type: none"> ✓ 24 August – Approach approved by Cabinet ✓ 4 September – Leadership Team account managers assigned to businesses ✓ 14 September – CRM supplier appointed ✓ 07 October – Existing contacts added to CRM ✓ 09 October – CRM contract ✓ 16 October – Introduction emails to initial 20 businesses ✓ 16 October – top 20 briefs produced ✓ 02 November – CRM launched ✓ 18 December – initial meetings held ✓ January – agreed next phase of businesses to contact 		<p>interactions with senior council officers, with contract recorded on the business CRM system.</p> <p>Ongoing progression and incorporation of feedback to enhance process, including engagement of next tranche of businesses. Additional Officer support allocated.</p>
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"> • February 2021 – Develop brief (post final Economic Growth Strategy) • February/March 2021 – Commission appropriate support • April/May 2021 – initial workshop • May – June 2021 – Undertake work • July 2021 – Agree brand positioning 	On track	Final Economic Growth Strategy 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	Business Reopening	<ul style="list-style-type: none"> ✓ 25 May – Temporary TRO and traffic marshals in place ✓ 1 June – Relaxing of lockdown commenced and hand sanitizers in place 	Complete during first and second	Social distancing measures introduced in the High Street in line with reopening dates announced by the

	to the Town Centre in a safe and managed way		<ul style="list-style-type: none"> ✓ 5 June – Directional floor stickers in place ✓ 8 June – High St stewards in place ✓ 8 June – Summer planters used as natural social distancing ✓ 07 October – Traffic marshals funded until January 2021 • 15 February – Gov’t review of lockdown 3 restrictions 	lockdowns. Required additionally at end of third lockdown	government. This has included planter arrangements, floor stickers, stewards and hand sanitiser stations, as well as additional advice and guidance for businesses. Additional lockdowns will require revisiting of previous milestones to ensure the town centre reopens safely again.
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	<ul style="list-style-type: none"> ✓ 28 August – Interim Town Centre Development Manager starts ✓ 28 September - BID Business Plan reviewed ✓ October – Visit Watford consultant review complete ✓ 9 October – Registered interest with the High Street Taskforce for expert advice and support ✓ October – Market strategy reviewed – speciality markets explored ✓ 02 November - commence developing Town Centre plan ✓ 02 December – new Town Centre Operations and Strategy Groups agreed • February – inaugural Town Centre Strategy Group 	On track	<p>Ensuring that the Town Centre is well positioned for the challenges of the future.</p> <p>Draft diagnostic of Watford’s strengths and areas for development prepared, and outlined strategy. However, key next step is to work on both with partners so a consensus view is formulated.</p>
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"> ✓ September – suitability of ‘Makers’ Space’ explored at library 	On track	Co-working space identified at Town Hall, dependent on Covid ready to test feasibility.

			<ul style="list-style-type: none"> ✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board ✓ 07 October – Wenta contract agreed ✓ 16 October – Wenta press release and launched ✓ November – Annex identified as a co-working space ✓ 02 December – co-working business case drafted • December - February – identify ‘creator/meanwhile’ space in town 		Incubation space to support the creation and flow of new businesses to be addressed through economic strategy development and potential opportunities within the Town Hall Quarter programme. Identifying suitable ‘creator/ meanwhile’ space and resources to take forward this work.
OBJECTIVE Through links with partners, act as a conduit to central government and other bodies where there are unmet support needs for businesses		Project	Key Milestones	‘RAG’ Rating	Update
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"> ✓ September – Business Survey results used to determine Wenta programme content ✓ December – weekly Wenta dashboard to review success 	Initial activities complete but work remains ongoing	Business support package provided through the Wenta programme which is providing further, tailored support for businesses and self-employed residents. Further activities to be determined through review and next iteration of renewal plan’
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, Watford and West Herts Chamber of	Revive	<ul style="list-style-type: none"> ✓ 12 August – Review of existing forums ✓ 24 August – Business forums recommendations approved by Informal Cabinet ✓ December – ‘One Watford for Business’ ToR, stakeholders, roles agreed 	On track	Proposed ‘Watford Thrives Stakeholder Group’ rebranded as ‘One Watford for Business’, which is due to launch 11 February. Terms 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"> 11 February – inaugural ‘One Watford for Business’ stakeholder group 		reference are in place and attendees have been agreed.
OBJECTIVE Support growth and development aspirations so that Watford remains an economic leader in the sub-region		Project	Key Milestones	‘RAG’ Rating	Update
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"> ✓ January – Consultation underway • January – Draft Local Plan to Cabinet • June 2021 – Submission to Planning Inspectorate • February 2022 – Local Plan adopted 	On track	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"> ✓ 31 August - Supplementary planning document for site adopted ✓ Q2 2020 – Submit funding bid to Herts Growth Board for infrastructure interventions • Q1 2021 – Complete strategic transport review work • Q1 2021 – Procure consultants to help deliver collaborative funding and development strategy • Q2 2021 – Work with landowners to prepare collaborative funding and development strategy • Q2/3 2021 – Prepare and consult on Supplementary Planning Document 	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.
Ensure that the town’s infrastructure supports and attracts local	We will develop and continually update an infrastructure plan for	Local Plan/IDP	<ul style="list-style-type: none"> • Infrastructure delivery plan (IDP) preparation with external consultant support and engagement with HCC to be 	On track	On track to have infrastructure plan in parallel with Local Plan which will

business and the wider economy	Watford which matches the ambitions of the town and local economy		undertaken Q2 and Q3 2021, with consultation launched in Q4 2021.		ensure that the town is developed in a sustainable way over the next 30 years.
OBJECTIVE Collectively pursue relevant opportunities for funding		Project	Key Milestones	'RAG' Rating	Update
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"> Ongoing monitoring at present. As and when opportunities emerge, the council will be in a position to pursue these. 	On track	Ongoing monitoring at present
OBJECTIVE Deploy our investment to achieve appropriate commercial returns in conjunction with driving the economic growth potential of Watford		Project	Key Milestones	'RAG' Rating	Update
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"> Q3 2020 - Submit detailed planning application/commence intrusive surveys/demolition. Q4 2020 – Tender for design and build contractor and secure Cabinet approval to appoint Q1-4 2021 – Construction and preletting campaign on Gateway Zone Q4 2020 – Q4 2021 – Identify further regen/commercial activities and present outline business cases to the council's Commercial Income and Investment Board 	On track	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 January. However, the site has now been secured and demolition on site will commence in February 2021.

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"> ✓ Q3 2020 – business plan and strategy for the £92million refurbishment fund that the Council hold ✓ 02 December – strategy for refurbishment agreed at Cabinet ✓ Q1/Q4 2020 – Ensure regular marketing meetings are progressed to minimise voids • Q2 2021 – oversee the delivery of a new office building of 85,000sq ft. and endeavour to identify a pre let of this space • Q1/4 2021 – delivery of 7,000sq m in Gateway Zone 	On track	Further 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 – interest already received. Additional re-gears also agreed.
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"> ✓ November – Annex identified as a co-working space ✓ 02 December – co-working business case drafted • Q4 2020 – Q4 2021 - work with our investment advisors to undertake programme of work 	On track	Outline Business Case drafted for co-working space prepared and currently assessing options around growth funds.

OBJECTIVE Work with 'anchor' institutions in Hertfordshire to maximise the benefits of economic growth for local residents		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ 17 July – Develop Strategy tender brief ✓ 27 July – Strategy Tender documents finalised ✓ 21 August – Strategy Tender closes ✓ 10 September – Strategy Supplier interviews ✓ 15 September – Strategy Supplier confirmed ✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board ✓ 2 October – Strategy development initiation ✓ 07 October – Wenta contract agreed ✓ 8 October – initial stakeholder engagement event ✓ 16 October – Wenta press release and launch ✓ 12 October – Design survey and questions ✓ 19 October – Deliver survey and survey live period ✓ 02 November – Review survey results ✓ 06 November – commence 1:1 stakeholder meetings ✓ November – KickStart jobs scheme launched ✓ 27 November – definition of strategic priorities ✓ 17 December - Careers Fair Q&A session ✓ 23 December – First draft of strategy 	On track	Completion of this activity is partly subject to the final Economic Growth Strategy which will provide the council with a clear medium to long term focus on supporting employment and skills for local residents. The Wenta programme is also supporting businesses and owners that require new skills, knowledge, information and advice to ensure that their business can recover in more resilient ways or grow. Local organisations and employers are now engaged and involved with KickStart scheme.

			<ul style="list-style-type: none"> • 18 January – Second draft of strategy • 26 January – Review by Strategic Group • 27 January – Review by Mayor/Cllrs • 11 February – Review by One Watford for Business • 15 February – Final strategy received • 09 March – Watford Careers Fair 		
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"> ✓ 17 July – Develop tender brief ✓ 27 July – Tender documents finalised ✓ 21 August – Tender closes ✓ 10 September – Supplier interviews ✓ 15 September – Supplier confirmed ✓ 8 October - initial stakeholder engagement event ✓ 12 October – Design survey and questions ✓ 19 October – Deliver survey and survey live period ✓ 02 November – Review survey results ✓ 06 November – commence 1:1 stakeholder meetings ✓ November – KickStart jobs scheme launched ✓ 27 November – definition of strategic priorities ✓ 17 December - Careers Fair Q&A session ✓ 23 December – first draft of strategy • 18 January – Second draft of strategy • 26 January – Review by Strategy Group • 27 January – Review by Mayor/Cllrs • 11 February – Review by One Watford for Business • 15 February – Final strategy received 	On track	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.

OBJECTIVE Ensure there is the appropriate office space, industrial facilities and infrastructure to attract and retain businesses in the borough		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ January – Consultation underway • January – Draft Local Plan to Cabinet • June 2021 – Submission to Planning Inspectorate • February 2022 – Local Plan adopted 	On track	On track with 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"> ✓ 10 December – Developers' Forum relaunched • February 2021 – Develop brief (post final Economic Growth Strategy) • February/March 2021 – Commission appropriate support • April/May 2021 – initial workshop • May – June 2021 – Undertake work • July 2021 – Agree brand positioning 	On track	Final Economic Growth Strategy 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. Revised timetables required due to Covid and ability to interact with stakeholders.
Ensure that our local transport infrastructure is sustainable	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	Sustainable Transport	<ul style="list-style-type: none"> ✓ September – Board, PID and task developed ✓ November - Develop detailed project plan milestones ✓ 30 November - Public engagement on vision • May '21 - draft strategy presented to Portfolio Holders • Sept '21 – Final Strategy approved 	Planning underway	Comprehensive nature of Sustainable Transport Strategy and need for a thorough analysis of the draft strategy has resulted in review of key milestones with final sign-off now expected in September, rather than July. Current initiatives of Sustainable Transport Strategy and Infrastructure Delivery Plan are

OBJECTIVE		Project	Key Milestones	'RAG' Rating	Update
Deliver transport improvements to support the retention of businesses and a flourishing town centre					contributing to progression of WBC being named a Sustainable Travel Town by HCC.
Champion proposals for a mass-rapid Transport Scheme for Watford	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	Mass Rapid Transport	<ul style="list-style-type: none"> 2021/22 – HGB bid to Govt for funding 2021/22 – Feasibility Studies contribution to engaging consultation 	On track	High Level early stage discussions held with HCC and their consultants. Further milestones will be developed as the project progresses.
Continue to investigate opportunities to create a low Carbon Transport Hub	We will continue to investigate the potential for a low-carbon transport hub in Watford Town Centre to encourage more use of public transport, reducing congestion and improving air quality for everyone	Low Carbon Transport Hub	<ul style="list-style-type: none"> Q1 2021 – Land acquisition discussions and proposals Q1 2021 – Consider funding options to progress 	On track	In line with the newly formed Sustainable Transport Board and the council's ongoing commitment to invest in sustainable transport for Watford residents, high level plans are continuing to investigate opportunities to create a low-carbon transport hub in Watford Town Centre. Key milestones in place over the next period which will help to establish future works.
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	LCWIP	<ul style="list-style-type: none"> Q4 2020 - Prepare draft document for consultation Q1 2021 – Undertake public consultation Q1 2021 - review of comments received and adopt plan 	On track	Whilst there have been some challenges co-ordinating the project during Covid the pandemic, key

	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.		<ul style="list-style-type: none"> Q2 2021 - Begin implementation 		milestones updated to reflect latest programme.
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	<ul style="list-style-type: none"> ✓ 1 July – ArrivaClick demand responsive transport system launched 	Complete	Reduced service launched on 1 July continues 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 ways to travel, reduces congestion, helps people to make healthy travel choices and stimulates economic growth.	Sustainable Travel Town	<ul style="list-style-type: none"> ✓ September – Board, PID and task developed ✓ November - Develop detailed project plan milestones ✓ 30 November - Public engagement on vision • May '21 - draft strategy presented to Portfolio Holders • Sept '21 – Final Strategy approved 	Planning underway	Comprehensive nature of Sustainable Transport Strategy and need for a thorough analysis of the draft strategy has resulted in review of key milestones with final sign-off now expected in September, rather than July. Current initiatives of Sustainable Transport Strategy and Infrastructure Delivery Plan are contributing to WBC being named a Sustainable Travel Town by HCC.

3. Work Stream 3: Organisational Renewal

3.1 Key achievements over this period

- Town Hall Covid-safe measures implemented and being regularly updated for staff, members and customers in accordance with government regulations and guidance.
- Mental Health Awareness Training for all managers arranged and completed.
- HR Policies and HR Guidance documentation regularly reviewed, updated and published in line with any changes to Government guidelines to ensure that council staff continue to be well informed and protected.
- Health and Wellbeing guidance published via newsletters and website content has been regularly reviewed and updated in line with any changes to Government guidelines in order to ensure that council staff continue to have access to the most beneficial and up to date information in this area.
- Following the results of the council's Covid-19 staff survey, an action plan designed to respond to the needs of council staff affected by the virus has been successfully implemented, although this will remain ongoing as the incident continues to develop.
- Improved website content and customer journeys for key areas such as Coronavirus, parks and sports delivered.
- Good progress made with the new Printmail solution and digitisation activity.

3.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
Completed	Completed/ Initial activity outlined complete	22
On track	On track/revisit at end of each lockdown	7
Planning	Planning underway	0
Delayed	Delayed / Unknown	0
Re-profiled	Delivery re-profiled as a result of external influence	2
Total		31

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"> ✓ 29 June – Town Hall reopened to staff. ✓ 30 June - Risk Assessments for all staff complete and actions put in place; risk assessments also available for members ✓ 1 September - Additional space (desk and meeting rooms) available for use as and when it is required including for councillors • 15 February – Gov't review of lockdown 3 restrictions 	Complete during first and second lockdowns. Required additionally at end of third lockdown	<p>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 Gov't guidance and Town Hall working policy communicated to staff via Heads of Service.</p> <p>In line with government guidance, the Town Hall is now currently restricted to staff on essential business only. Additional lockdowns will require revisiting of previous milestones to ensure the Town Hall reopens safely again.</p>
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"> ✓ 15 August - Approach for opening Face-to-face drop-in service developed and agreed ✓ 2 September - Drop-in service at Town Hall resumes in line with new approach • 15 February – Gov't review of lockdown 3 restrictions 	Complete during first and second lockdowns. Required additionally at end of third lockdown	<p>The Town Hall opened for face-to-face appointments on 2 September. From September, a drop-in service resumed on Mondays, Wednesdays and Fridays.</p> <p>This stopped in November in response to the lockdown measures and is now operating as a pre-booked appointment only service and these appointments will only be booked when absolutely necessary and subject to satisfactory risk assessments.</p>

					Additional lockdowns will require revisiting of previous milestones to ensure the Town Hall reopens safely again.
Review our policies	We will review and amend our council policies to reflect the new 'business as usual' in terms of social distancing and smarter working	HR Policy	<ul style="list-style-type: none"> ✓ 31 July - HRBPs to review impact of social distancing on other policies and identify work required ✓ 31 August - All interim policies / guidelines finalised and agreed ✓ 17 July Interim Smarter Working Policy agreed by OLT and SLT • 15 February – Gov't review of lockdown 3 restrictions 	Initial activity complete and work ongoing as incident develops	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
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"> ✓ 20 July - Centralised and consolidated list of corporate projects in agreement with Heads of Service created ✓ 13 October – Service Planning process complete and Delivery Plan in place for delivery of Council Plan 	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"> ✓ 20 July - Centralised and consolidated list of corporate projects in agreement with Heads of Service created ✓ 24 July - Mapping exercise of all corporate projects 	Complete during first and second lockdowns. Required additionally at end of	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

			<p>against the Council Delivery Plan</p> <ul style="list-style-type: none"> 15 February – Gov’t review of lockdown 3 restrictions 	third lockdown	<p>into ‘action on the ground’ to benefit Watford residents. Additional lockdowns will require revisiting of previous milestones to ensure all corporate projects are correctly mapped against the Council Delivery Plan.</p>
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 subsequent lockdown so that we can respond as effectively as possible to support our residents and businesses	Resilience	<ul style="list-style-type: none"> ✓ 31 July – Updated business continuity plans template agreed and instructions for review and second lockdown scenario planning circulated to all Heads of Service ✓ 31 August – All Business Continuity Plans updated 	Complete	All Business Continuity Plans updated with specific reference to Covid-19, incorporating the lessons learnt from the first wave and ensured that the council was able to respond as effectively as possible for residents during the second and third lockdowns.
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"> ✓ 30 July – Internal engagement relating to governance processes complete ✓ 1 September - New internal governance structure in place and corporate communications circulated 	Complete	New internal governance approach in place from September 2020 to ensure robust but agile decision making and a clear and renewed focus, particularly on the strategic direction of the organisation.
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"> ✓ 13 August – Approach to Service Planning agreed ✓ 2 September – First draft of Service Plan submitted ✓ 25 September – Cross service dependencies identified ✓ 1 October – All Service Plans peer reviewed 	Initial activity complete but work ongoing subject to development of incident	All corporate Service Plans completed. 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. This will be reviewed through the refresh of the plan

			✓ 13 October – Service Plans reviewed and signed off by Leadership Board		
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"> ✓ 6 July - Report to SLT on lessons learnt from first wave response ✓ 14 September - Report to LB on second wave preparations ✓ 21 September - Report to PHs on second wave preparations 	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 through the second and third national local lockdowns.
OBJECTIVE Ensure the consistent application of appropriate policies during the renewal phase		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ 31 July - HRBPs to review impact of social distancing on other policies and identify work required ✓ 31 August - All interim policies / guidelines finalised and agreed ✓ 17 July - Interim Smarter Working Policy agreed by OLT and SLT 	Initial activity complete but work ongoing	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. The long-term modernisation of council working practices will form part of the Transformation project within the Town Hall Quarter programme.
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"> ✓ 31 July - Contracts of employment for new starters reviewed and amended 	Initial activity complete but work ongoing	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. The

OBJECTIVE Ensure the management of backlogs, identifying any extra resources required to restore normal services	Project	Key Milestones	'RAG' Rating	Update	
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	✓ 14 August - Create a corporate understanding of the overall impact of the pandemic on our corporate projects and communicate to relevant stakeholders • 15 February – Gov't review of lockdown 3 restrictions	Complete during first and second lockdowns. Required additionally at end of third lockdown	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. Additional lockdowns will require revisiting of previous milestones to ensure all corporate projects are correctly mapped against the Council Delivery Plan.
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	✓ 13 August – Approach to Service Planning agreed ✓ 2 September – First draft of Service Plan submitted ✓ 25 September – Cross service dependencies identified ✓ 1 October – All Service Plans peer reviewed	Complete	All corporate Service Plans completed, subject to final approval from Portfolio Holders, 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.

			✓ 13 October – Service Plans reviewed and signed off by Leadership Board		
OBJECTIVE Identify employee support needs and vulnerabilities and respond to these		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ 23 April - Bereavement training by Cruise Bereavement was provided to front line staff ✓ 13 July - Cari, an on-line AI health and wellbeing service launched across the Council ✓ 13 October - Mental Health Training Awareness for Managers agreed. Training to be undertaken on-line with Remploy and dates are currently being sourced. ✓ 11 December - Mental Health Awareness Training for all managers arranged and completed. 	Initial activities completed but work ongoing	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 have undergone mental health training awareness. The support provided will be monitored as the incident develops.
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	Staff wellbeing	<ul style="list-style-type: none"> ✓ 17 March – Initial risk assessments undertaken for all staff ✓ 15 July – Additional risk assessments, including for BAME colleagues, relating to the return to the Town Hall 	Initial activities completed but work ongoing	Risk assessments carried out for all staff, including specific assessments for those staff recognised as being at higher risk from the virus. These have recently been reassessed in light of changing government guidance. Risk assessments were

	requirements identified and ensure that these are actioned to provide a safe and supportive working environment		✓ 25 September – Further risk assessments undertaken following changes to government guidance		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. This will be monitored as the incident develops.
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"> ✓ 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. ✓ 23 March – Clear guidance provided to all Managers on the agreed approach for staff working from home with school age children or caring responsibilities. ✓ 25 March – Watford Health and You updated to provide specific information to assist those working from home with caring responsibilities 	Initial activities completed but work ongoing	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 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.
Understand the impact of covid-19 on the health and wellbeing of staff	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.	Staff wellbeing	<ul style="list-style-type: none"> ✓ 15 July - Meeting with current Mental Health Champions and First Aiders to review situation ✓ 31 July - Advertise and actively seek additional Mental Health Champions and First Aiders 	Initial activities completed but work ongoing	WBC now 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

			✓ 30 September - Required training complete for all Mental Health Champions and First Aiders		months and all Managers have received specific guidance in relation to keeping in touch with staff. This will continue to be monitored as the incident develops.
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	Initial activities completed but work ongoing	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.
OBJECTIVE Ensure that employees are supported, that efforts are acknowledged and that effective communications with employees is maintained		Project	Key Milestones	'RAG' Rating	Update
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"> ✓ 22 July - Additional online support for staff to be launched ✓ 18 September - Draft Renewals Comms Plan produced ✓ 12 October – Renewals Comms Plan approved by Renewal Coordination Board 	Initial activities completed but work ongoing	Road to Renewal Communications Plan developed by the Communications and Engagement team. Fortnightly review of Communications Plan to ensure ongoing delivery and progress. This includes details of ley 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"> ✓ 9 June - Staff Ambassador Group review of Council Plan and Renewal Plan ✓ 24 June – Final version takes into account feedback provided directly from staff. 	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. This work will also form part of the Transformation project of the Town Hall Quarter programme as the council's long-term needs are considered.
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"> ✓ 3 August - Paper to SLT on Team Recognition Strategy, payments for 19/20 and decision for future delivery ✓ Team Recognition Strategy discussed and agreed at LB on 28 Sept ✓ 30 September – Final decision for budget for scheme to be retained for 20/21 to recognise staff efforts throughout Covid 	Initial activities completed but work ongoing	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 be pursued and the budget would not be transferred to the next financial year but used as Covid savings to mitigate the pressure on budgets.
OBJECTIVE Capture learning through a process of debriefing, both single and multi-agency		Project	Key Milestones	'RAG' Rating	Update
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,	Resilience	<ul style="list-style-type: none"> ✓ 6 July - Report to SLT on lessons learnt from first wave response ✓ 14 September - Report to LB on second wave preparations 	Complete	Lessons learnt from across the incident management cells reviewed and consolidated, feeding in second wave preparedness plans, ensuring that the council was able to respond

	particularly to help us prepare for a second wave of the virus		✓ 21 September - Report to PHs on second wave preparations		as effectively as possible during the second and third national lockdowns.
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.	Complete	Ongoing engagement between the council and Local Resilience Forum via the HCC Resilience Officer. This allowed us to adapt and learn from our first response to the incident.
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	✓ 13 October - LB reviewed and agreed the Action Plan. ✓ 31 October – Action plan to be implemented	Initial activities completed but work ongoing	Covid-19 staff survey undertaken to understand the impact on staff. A responsive Action Plan has now been implemented as BAU and action to be taken as needed.
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	✓ 31 July – Updated business continuity plans template agreed and instructions for review and second lockdown scenario planning circulated to all Heads of Service ✓ 31 August – All Business Continuity Plans updated	Complete	All Business Continuity Plans updated with specific reference to Covid-19, incorporating the lessons learnt from the first wave which ensured that the council were able to react as effectively as possible during the second and third national lockdowns.

OBJECTIVE Ensure that learning is used to identify opportunities and inform future changes, such as modernisation and transformation, linking to the existing programme		Project	Key Milestones	'RAG' Rating	Update
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 longer being undertaken as part of the Road to Renewal plan. Please see Appendix B for the full update on the delivery of the Organisational Development Strategy.	On track	Please see the Organisational Development update as per Appendix B.
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	✓ 6 July – Organisational Development Strategy approved by Cabinet	Complete	An Organisational Development Strategy has been developed and is being delivered separately from the Road to Renewal plan due to being out of its scope. Please see 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, the teams' focus remain on Covid-19 response. Milestones therefore remain uncertain at the current time, meaning that the timeline for this commitment will require re-profiling.	Delivery re-profiled	Community Protection and Revenues and Benefits digitisation work was delayed due to Covid response activity. Immediate priorities have been agreed and will be actioned in Q1 of 2021 with further planning activity 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	Resilience	✓ 1 July – Engagement with senior leaders from across the organisation to understand the impact of Covid-19 and future requirements for the organisation	Initial activities complete but work ongoing	Learning from Covid-19 captured and engagement with all service heads to understand future requirements which have now fed into the wider Town Hall Quarter Programme.

	work already underway in relation to the High Street North and Cultural Hub		✓ 16 September – Potential Town Hall requirements fed directly into the Town Hall Quarter Business Case		
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"> ✓ 15 October – Test Benefits printmail ✓ 16 October – Agree go-live subject to successful testing. Anticipate go-live w/c 19 October ✓ 30 November - Go-live of Benefits Printmail solution completed for TRDC ✓ 7 January - Go-live of Benefits Printmail solution completed for WBC • Provisional go-live date for Revenues Printmail – WC 1st February 	On track	Some initial 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.
OBJECTIVE Ensure that there are appropriate commemorative events for colleagues/Members		Project	Key Milestones	'RAG' Rating	Update
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 have been personally impacted by the virus and the subsequent lockdown	Staff wellbeing	No milestones in place as yet	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 where appropriate. However, with further waves 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.
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4. Work stream 4: Financial Resilience

4.1 Key achievements over period

- Budget presented to Portfolio Holders ready for review by Financial Scrutiny Committee – due to be agreed by end January.
- Multiple businesses supported via Local Restrictions Grant, Additional Restrictions Grant and Special Christmas Support Payments ('wet-led' pubs) – *see section 2.1.*
- Fixed ground rent of £2m pa remains forthcoming from former intu extension.
- Croxley Business Park refurbishment agreed and good progress continues on Building 1.
- Additional £235k payment received from Government (Tranche 4) and £471k announced as part of the Local Authority settlement for first quarter of 2021/22.
- Colosseum contract ended and severance agreed.
- Expression of interest submitted to DCMS Leisure Fund.
- A number of lettings and 're-gears' agreed to the council's advantage at Croxley Business Park since the last quarter.

4.2 Work Stream BRAG Analysis

BRAG rating	Key	Total number in work stream
Completed	Completed/Initial activity outlined complete	5
On track	On track/revisit during further lockdowns	4
Planning	Planning underway	0
Delayed	Delayed / Unknown	0
Re-profiled	Delivery re-profiled as a result of external influence	0
Total		9

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"> ✓ 25 July – SLM Leisure Centres reopened ✓ 31 July – Receipt of Gov't LA support package funds ✓ 11 September – Market income impact paper ✓ 30 September – Completed & Submitted Gov't's Income Guarantee scheme forms to reclaim quarter 2 income ✓ 2 October – Colosseum contract end notification letter ✓ 12 October – Review first month's accounts since leisure centre reopening ✓ 02 December – Leisure centres able to reopen following 2nd lockdown ✓ 16 December – expression of interest for DCMS Leisure Fund submitted for 75% loss of SLM income ✓ 16 December – Tranche 4 of Gov't funding received (£235k) ✓ 24 December – Colosseum contract ended 	On track	Financial impact of Covid-19 identified and ongoing monitoring has continued throughout lockdowns/tier restrictions. This activity will remain ongoing as the incident develops with the overall impact remaining uncertain.

			<ul style="list-style-type: none"> January 2021 – budget setting process completes (BAU) 		
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	<ul style="list-style-type: none"> ✓ 16 December – Impact of Covid recognised in Local Gov't settlement 	Initial activity outlined completed but work ongoing	<p>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.</p> <p>Further activities to be determined through review and next iteration of renewal plan. This will include work with neighbouring boroughs and the County Council.</p>
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"> ✓ 14 July - Budget reset discussions at Council ✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service ✓ 23 September - Review base budget adjustments ✓ 12 October – Growth bids and savings proposals for 2021/22 due from services ✓ November - assessment of growth bids and savings proposals in preparation for the budget setting cycle. • January 2021 – budget setting process completes (BAU) 	On track	<p>Ongoing management of budgets and planning for impact of Covid on future financial years. This will continue as the incident develops and the final impact of Covid-19 remains uncertain at the current time.</p> <p>Further activities to be determined through review and next iteration of renewal plan.</p>

OBJECTIVE		Project	Key Milestones	'RAG' Rating	Update
Model the effects of disrupted revenue streams					
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"> ✓ 23 July - Compare latest quarter rent/investment collections with pre-Covid quarters ✓ 10 August – outstanding market rent letters sent ✓ 15 August - Intu rent receipt not received ✓ 7 September – Regus rent extension agreed at PIB ✓ 20 October - LSH quarterly update report to Commercial Income and Investment Board ✓ 1 November – Additional occupation of CBP premises ✓ 30 November – Ongoing monitoring of intu rent income ✓ 02 December - Cabinet approval for the refurbishment of the Croxley Business park units ✓ 16 December – CIIB approved Croxley Business park refurb • January/February 2021 – Ongoing management of portfolio 	On track	A number of new leases and 're-gears' to the council's advantage agreed at Croxley Business Park. Refurbishments have also been agreed and on track. Ongoing monitoring of quarterly rent receipts and comparison with previous quarters. Ongoing 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.
OBJECTIVE		Project	Key Milestones	'RAG' Rating	Update
Ensure the prompt administration of national and local financial schemes during the renewal phase					
Manage financial hardship schemes	We will continue to ensure that national and local financial hardship schemes support those residents		<ul style="list-style-type: none"> ✓ 17 July - SME & Retail Hospitality & Leisure grant allocated and closed ✓ 2 September - Discretionary Fund allocated and closed 	Complete during first and second lockdowns.	SME & Retail Hospitality & Leisure Fund fully allocated to eligible businesses. 150 businesses supported through the

	and businesses most affected by the crisis		<ul style="list-style-type: none"> ✓ December – Local Restrictions Grant and Additional Restrictions Grant opened ✓ December - Special Christmas Support Pymt provided to ‘wet-led’ pubs ✓ 05 January – new grant announced to support Retail, hospitality and leisure sectors with one-off payment • January – agree process/policy and allocate new grant to businesses 	Required additionally throughout further lockdowns	<p>administration of the Discretionary Fund, totalling £856k. Policies drafted for Local Lockdown Fund for use if and when required. Local Restrictions Grant and Additional Restrictions Grant (£1.92m) available to support more businesses during additional restrictions. New one-off support grant announced for Retail, hospitality and leisure sectors.</p> <p>Ongoing need to review and progress as announced by Gov’t.</p>
OBJECTIVE Develop draft local approaches to mitigating budget challenges		Project	Key Milestones	‘RAG’ Rating	Update
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"> ✓ 14 July - Budget reset discussions at Council ✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service ✓ 23 September - Review base budget adjustments ✓ 12 October – Growth bids and savings proposals for 2021/22 due from services ✓ November - Assessment of growth bids and savings proposal underway in preparation for the budget setting cycle. 	Initial activity completed but work ongoing	<p>Ongoing management of budgets and planning for impact of Covid on future financial years. However, this will need to continue as the town emerges from future lockdowns or tiered restrictions.</p> <p>Further activities to be determined through review and next iteration of renewal plan.</p>

			<ul style="list-style-type: none"> ✓ 14 December – PH’s discussed budgets • January 2021 – Financial Scrutiny Cmte to review budgets (BAU) 		
OBJECTIVE Assess the impacts of supply chain disruption (including key contractors)		Project	Key Milestones	‘RAG’ Rating	Update
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"> ✓ 30 September – EU Exit and supply chain strategy shared with key Finance stakeholders ✓ 07 October – Work stream risk register updated with EU Exit risk to supply chains ✓ 02 November – final review undertaken by all services in relation to the impact on services as a result of EU Exit. ✓ 31 December – transition period ended 	Initial activity outlined complete	<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 which allowed to council to respond as effectively as possible for residents in the second and third wave. Further review held to ascertain specific impact of the EU Exit in relation to supply chains. Post transition deal achieved with EU.</p> <p>Further activities to be determined through review and next iteration of renewal plan.</p>
Support our local businesses to work with the council	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	Contractor resilience	<ul style="list-style-type: none"> ✓ 28 August – Interim Town Centre Development Manager starts ✓ 28 September - BID Business Plan reviewed ✓ October – Visit Watford consultant review complete ✓ 9 October – Registered interest with the High Street Taskforce for expert advice and support 	On track	<p>Ensuring that the Town Centre is well positioned for the challenges of the future.</p> <p>Revised governance structure from January when Town Centre Strategy Group is introduced.</p>

			<ul style="list-style-type: none"> ✓ October – Market strategy reviewed – speciality markets explored ✓ 02 November - commence developing Town Centre plan ✓ 02 December – new Town Centre Operations and Strategy Groups agreed • January/February – inaugural Town Centre Strategy Group • January/February – employ Marketing Officer 		<i>Track via Business & Economy work stream going forward</i>
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)	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	Contractor resilience	<ul style="list-style-type: none"> ✓ 9 September – Business Continuity Plans updated ✓ 02 November – final review undertaken by all services in relation to the impact on services as a result of EU Exit. ✓ 31 December – transition period ended and deal agreed 	Initial activity outlined complete	<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 which allowed the council to respond as effectively as possible for residents. Further review held to ascertain specific impact of the EU Exit in relation to supply chains.</p> <p>Further activities to be determined through review and next iteration of renewal plan.</p>