

## **Watford Borough Council Delivery Plan**

### **Progress Update**

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

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

- New internal governance approach is in place allowing for agile but robust decision making and a renewed focus on strategy and commercialisation.
- A number of key leases agreed at Croxley Business Park, attracting and retaining businesses within the local area and supporting the council's financial recovery.
- Following a successful business continuity planning process, the council has been able to retain delivery of the vast majority of services permitted by government guidance during the second and third national Covid-19 lockdowns.
- Ongoing management of budgets and planning for impact of Covid on future financial years. Budget presented to Portfolio Holders ready for review by Financial Scrutiny Committee and due to be agreed by the end of January.
- Building of the Office 365 ICT tenancy completed in order to support Covid related work, including the deployment of Microsoft Teams to a small group of individuals and to further support a likely requirement for Community Protection staff to access a Covid related system within the HCC cloud based data centres.
- The council's Business Intelligence platform has been implemented and the first services, including HR and the EPMO, are using the system. The latest development nearing completion is an App to monitor all WBC projects and programmes, and record progress against the Council Plan.
- Successfully connected our Business Intelligence platform to a Customer Service Centre data source to enable real time reporting.

##### **Theme BRAG Analysis**

<b>BRAG rating</b>	<b>Key</b>	<b>Total number in theme</b>
	Completed	4
	On track	13
	Planning underway	1
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	0
<b>Total</b>		<b>18</b>

<b>COMMITMENT</b> Make sure our council is a caring and collaborative organisation that puts what matters to people at the heart of everything we do		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Provide an excellent customer experience</b>	We will deliver a new Customer Experience Strategy covering the next 5 years to ensure that we provide an excellent end-to-end customer experience across all our services.	Customer Experience Strategy	<ul style="list-style-type: none"> <li>✓ September '20- Research and analyse data sources</li> <li>✓ November '20 – Strategy development</li> <li>✓ November '20- Present draft strategy to Strategic Board</li> <li>• January 2021 - Engage Leadership Board &amp; Portfolio Holders</li> <li>• February '21 – Strategy approved by Leadership Board</li> <li>• March '21 – Strategy approved by Cabinet</li> <li>• April '21 - Strategy launched</li> </ul>	On track	In order to ensure that the council places our residents, businesses and customers at the heart of everything we do, the Customer Experience Strategy will require engagement with members, residents, businesses and officers. The initial draft of the Strategy is complete and an initial discussion held at the council's Strategic Group. The Strategy is currently for review with the Executive Head of Strategy and Communications to support alignment with the council's overall strategic framework for input prior to engagement with Leadership Board and Portfolio Holders.
<b>2. Ensure a continual focus on customer needs</b>	We know our customer needs constantly change, so we will continually review the services we are providing to our residents and businesses, ensuring we make the most of new technology without overlooking those who require a personal service	Customer Experience Strategy	Milestones subject to Customer Experience Strategy (above)	Planning underway	This activity forms an integral part of most Service Plans and remains an ongoing action across the council. The development of the Customer Experience Strategy will drive forward this commitment and outline some

					focused activity to deliver this commitment.
<b>3. Address digital isolation</b>	We will work with our partners, volunteers and community groups to support residents who do not have access to technology or do not currently have the skills to use IT so that they have the same opportunities as others in our town.	Watford Helps (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>• April '21 - Project Manager in place</li> <li>• June '21 - Options appraisal</li> <li>• July '21 – Develop proposal</li> <li>• August '21 – Proposal approved</li> <li>• September '21 – Deploy approved approach</li> </ul>	On track	Due to start April 2021 to align with available resource, this project will seek to support residents across the town to tackle digital isolation, the importance of access and skills to technology having been highlighted during lockdown.
<b>COMMITMENT</b> Deliver high quality sustainable services		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Deliver a new Waste and Recycling offering for Watford</b>	We will deliver the new waste and recycling service to cut waste, increase recycling and ensure the sustainability of our service.	Waste and Recycling Service Review	✓ 1 September – New service launched	Complete	The new waste and recycling service launched on 1 September. This included a new chargeable green waste service which over 12,000 residents have already signed up to.
<b>2. Embed a continuous improvement approach across all of our services.</b>	We know that our customers value great and easy access to excellent services. We will develop a new approach to ensure that we learn from leading practice and our changing customer needs and challenge ourselves to continually improve to deliver excellent, high quality services to our residents and businesses.	Continuous Improvement	✓ September '20 – Begin to gather insight ✓ September '20 - Develop and deploy ongoing improvements <ul style="list-style-type: none"> <li>• February '21 - Develop methodology</li> <li>• April '21 - Develop Business Intelligence dashboard</li> <li>• April '21 - Develop prioritised improvement timeline</li> <li>• Develop and deploy ongoing improvements - Sep 2020 - Feb 2022</li> </ul>	On track	The need for continuous improvement and providing the very best service to our customers is already an integral part of the work that all services undertake. Customer insight works are now underway to inform a consistent and focused continuous improvement methodology. Ongoing improvements are being implemented as they are identified. Ongoing activity is also

			<ul style="list-style-type: none"> <li>January '22 - Review of methodology</li> </ul>		underway with services through Service Review regular meetings.
<b>3. Manage our organisational renewal post Covid-19</b>	We will support the council to bounce back from Covid-19, addressing any backlogs and learning from ways of working during the emergency to ensure that we make the most of new opportunities to meet our resident and customer expectations.	Remobilisation (Road to Renewal Plan)	✓ 6 July – Road to Renewal Plan approved by Cabinet	On track	All additional milestones and progress updates captured within section 3 of Appendix C – Organisational Renewal of the Road to Renewal Quarterly Update
<b>COMMITMENT</b> Empower leaders at all levels in our council to inspire our organisation and our communities.		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Introduce a new Organisational Development approach</b>	We want to make sure that we develop, motivate and inspire our staff whilst ensuring that they feel supported and empowered to do their best for our residents and businesses. To do this, we will develop a new approach to Organisational Development which will recognise the strengths and commitment of our staff whilst helping them to work as one team in the best interests of our town, residents and businesses. We will ensure that our approach protects their health and wellbeing and that it provides opportunities for genuine two-way engagement.	Organisational Development Strategy	✓ 6 July – Organisational Development Strategy approved by Cabinet	On track	All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.
<b>2. Improve our internal decision making so that it is</b>	Learning from the experience of Covid-19, we will ensure our internal governance structures allow us to make well-	Organisational Renewal (Road	✓ 30 July – Internal engagement relating to governance processes complete	Complete	New internal governance approach in place from September 2020 to ensure robust

<b>agile and effective</b>	considered, transparent decisions as quickly as possible to support our ambition to react efficiently to deliver our commitments to our residents and community.	to Renewal Plan)	✓ 1 September - New internal governance structure in place and corporate communications circulated		but agile decision making and a clear and renewed focus.
<b>3. Improve succession planning and talent management and recruitment</b>	We will ensure that we open up opportunities for staff to build their skills, experience and knowledge so that working for our town can be a fulfilling and professional career. Where we do need to recruit, we will ensure we recruit the very best candidates from those that apply and represents the diverse backgrounds of our residents.	Organisational Development Strategy	✓ 6 July – Organisational Development Strategy approved by Cabinet	On track	All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.
<b>COMMITMENT</b> Focus our budget so we can deliver on our commitments and secure investment to work for Watford		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Ensure our investment portfolio delivers maximum value to the council</b>	We will ensure that we are actively managing our investment portfolio, including exploring new opportunities to protect our income levels, manage risk and maximise value over the longer term, so that we can continue to provide high quality services to our residents and businesses.	Investment Portfolio (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 23 July - Compare latest quarter rent/investment collections with pre-Covid quarters</li> <li>✓ 10 August – outstanding market rent letters sent</li> <li>✓ 15 August - Intu rent receipt not received</li> <li>✓ 7 September – Regus rent extension agreed at PIB</li> <li>✓ 20 October - LSH quarterly update report to Commercial Income and Investment Board</li> <li>✓ 1 November – Additional occupation of CBP premises</li> </ul>	On track	A number of new leases and positive 're-gears' 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.

			<ul style="list-style-type: none"> <li>✓ 30 November – Ongoing monitoring of intu rent income</li> <li>✓ 02 December - Cabinet approval for the refurbishment of the Croxley Business park units</li> <li>✓ 16 December – CIIB approved Croxley Business park refurb</li> <li>• January/February 2021 – Ongoing investment portfolio management</li> </ul>		
<b>2. Assess the feasibility of Growth Fund</b>	We will assess the feasibility of using our financial strength to support economic growth and an investment return through investing in start-up and growth opportunities.	Revive (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ November – Annex identified as a co-working space</li> <li>✓ 02 December – co-working business case drafted</li> <li>• Q4 2020 – Q4 2021 - work with our investment advisors to undertake programme of work</li> </ul>	On track	Outline Business Case drafted for co-working space prepared and currently assessing options around growth funds.
<b>3. Deliver the council's financial recovery</b>	We will reset our finances in the light of the pressures created by COVID-19 and based on insight about possible future pressures which will allow us to fund priorities to help Watford recover.	Financial Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 14 July - Budget reset discussions at Council</li> <li>✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service</li> <li>✓ 23 September - Review base budget adjustments</li> <li>✓ 12 October – Growth bids and savings proposals for 2021/22 due from services</li> <li>✓ November - assessment of growth bids and savings proposals in preparation for the budget setting cycle.</li> </ul>	Initial activities complete but work ongoing as incident develops.	Ongoing management of budgets and planning for impact of Covid on future financial years. Further work will continue as the incident develops with the final impact not yet known.

			<ul style="list-style-type: none"> <li>January 2021 – budget setting process completes (BAU)</li> </ul>		
<b>4. Manage the council finances</b>	We will ensure that our budgets align with our priorities and that budget management is robust, forward-looking and supports the best possible service outcomes for the money we have available.	Financial Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 14 July - Budget reset discussions at Council</li> <li>✓ 10 September - Budget strategy review at Portfolio Holders and Heads of Service</li> <li>✓ 23 September - Review base budget adjustments</li> <li>✓ 12 October – Growth bids and savings proposals for 2021/22 due from services</li> <li>✓ November - assessment of growth bids and savings proposals in preparation for the budget setting cycle.</li> <li>January 2021 – budget setting process complete (BAU)</li> </ul>	Initial activities complete but work ongoing as incident develops.	Ongoing management of budgets and planning for impact of Covid on future financial years. Further work will continue as the pandemic develops and we respond.
<b>COMMITMENT</b> Welcome innovation, technology and new ways of working to continuously improve		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Ensure that our use of digital technology matches our ambition to deliver the best possible</b>	We will deliver a new ICT strategy for the next five year period to ensure that we are making the most of new ICT and digital opportunities.	ICT Strategy	<ul style="list-style-type: none"> <li>Q1/Q2 2021 – Development of strategy underway</li> </ul> <p>All future milestones will be dependent on the Strategy but implementation is anticipated from</p>	On track	The council's updated ICT Strategy is due to be drafted in the new financial year with delivery anticipated from mid-2021 onwards. This will build upon the huge progress made

<b>service to our residents</b>			April 2021 onwards. However, in effect delivery of the strategy has already commenced with the building of the Office 365 tenancy. This was expedited to support some Covid related work, including the deployment of Microsoft Teams to a small group of individuals and to further support a likely requirement for Community Protection staff to access a Covid related system within the HCC cloud based data centres.		over the period of the last strategy which saw the completion of the core infrastructure programme, the roll out of laptops for all staff and the introduction of the highly successful unified communications platform which has allowed all staff to continue working throughout Covid-19 with minimal impact on services.
<b>2. Deliver our Business Intelligence Strategy</b>	We will improve how the council uses data and information to support well-informed decisions, improve performance and provide a better customer experience. We will use this information to monitor the delivery of our services for customers and to take action if something needs improving.	Business Intelligence	<ul style="list-style-type: none"> <li>✓ October 2020 - Draft strategy ready for organisational review and socialisation October 2020</li> <li>• March 2021 - Presentation to Cabinet</li> </ul> <p>All future milestones will be dependent on the Strategy but implementation is anticipated from March 2021 onwards</p>	On track	The first draft of Business Intelligence Strategy prepared. The council's Business Intelligence platform has been implemented and the first services are using the system. The latest development nearing completion is an App to monitor all WBC projects and programmes, and record progress against the Council Plan.
<b>3. Ensure that the council's future office accommodation is fit for purpose</b>	Learning the lessons from Covid-19 and listening to our staff, we will develop plans to ensure the council has a modern, fit for purpose, sustainable and good value for money offices to work from.	Organisational Development Strategy (Also linked to High Street North / Cultural Hub works)	<ul style="list-style-type: none"> <li>✓ 6 July – Organisational Development Strategy approved by Cabinet</li> </ul>	On track	All additional milestones and progress updates captured within Appendix B – Organisational Development Quarterly Update.
<b>4. Enhance agile ways of working for</b>	We will ensure that our staff are able to provide high quality and efficient services	Agile Working	<ul style="list-style-type: none"> <li>✓ March - Trial new performance process</li> </ul>	On track	All staff already have laptops to allow working from home and all



<b>our staff</b>	to customers when they want them by opening up opportunities for staff to work remotely or in an agile way, helping the council to become an employer of choice.		<ul style="list-style-type: none"> <li>✓ September - Train employees in use of i-Perform via virtual training of videos and drop in sessions</li> <li>✓ 1 October - Launch and comms and transfer from PDR to i-Perform</li> <li>• January '21 – Review embedding of system and availability of data of reports for managers. Explore the facility to add values and behaviours when agreed by the Council.</li> </ul>		council processes, including HR processes are now digital to allow remote transactions with the council. The milestones listed here reflect the recent launch of the council's digital performance system. Further work is underway to develop an approach for officers working, such as those in Planning or Building Control, remotely off-site and "in the field".
<b>5. Embed resilience across the organisation</b>	We will ensure that our staff are planning ahead and have the necessary information, understanding and agility to manage any future disruption to services and learn from this.	Resilience (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 6 July - Report to SLT on lessons learnt from first wave response</li> <li>✓ 31 July – Updated business continuity plans template agreed and instructions for review and second lockdown scenario planning circulated</li> <li>✓ 31 August – All Business Continuity Plans updated</li> <li>✓ 14 September - Report to LB on second wave preparations</li> <li>✓ 21 September - Report to PHs on second wave preparations</li> <li>• December '20 – Review of corporate resilience approach underway</li> <li>• April '21 – Implementation of recommendations</li> </ul>	On track	Business continuity plans across the council have been updated to reflect the lessons learnt from the first wave of Covid-19. Plans for second wave preparedness were finalised and have now been put into action effectively. This includes the impact on services and a clear and auditable process for amending services based on resource requirements or government guidance. A review of the corporate resilience approach is also underway.

## **THEME 2: A thriving, diverse and creative town**

### **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. This includes the introduction of our new One Watford for Business forum.
- Business support partnership with social enterprise Wenta launched, providing tailored offerings for all Watford businesses and the self-employed.
- 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, is met.
- 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 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.
- Local employer support for the 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.
- Town Hall Quarter programme developed into a comprehensive single programme to regenerate the area at the north end of the High Street, ensure a sustainable future for the Town Hall and Colosseum, develop a refreshed heritage and museum service and adopt new ways of working for the council.
- Vacant possession on Watford Business Park Zone A now secured with demolition expected to commence in February 2021.
- Successfully implemented the Warmer Homes scheme and were the highest performing Local Authority in the County.

## Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	1
	On track	19
	Planning underway	2
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	0
<b>Total</b>		<b>22</b>

<b>COMMITMENT</b> Promote Watford as an enterprising town where businesses can invest, grow and succeed		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Drive the economic recovery of Watford</b>	We will develop our Watford Survive, Revive and Thrive Recovery Plan to support the economic engine of our town as it survives COVID-19, revives and once again thrives. The Plan brings together a number of work streams to support our town through the immediate challenges that have arisen during lockdown and will help us all plan for the future in a very uncertain landscape to ensure Watford remains a vibrant economic hub in south west Hertfordshire.	Revive (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 17 July – Develop tender brief</li> <li>✓ 27 July – Tender documents finalised</li> <li>✓ 21 August – Tender closes</li> <li>✓ 10 September – Supplier interviews</li> <li>✓ 15 September – Supplier confirmed</li> <li>✓ 2 October – Strategy development initiation</li> <li>✓ 8 October - initial stakeholder engagement event</li> <li>✓ 12 October – Design survey and questions</li> <li>✓ 19 October – Deliver survey and survey live period</li> <li>✓ 02 November – Review survey results</li> <li>✓ 06 November – commence 1:1 stake-holder meetings</li> <li>✓ 27 November – definition of strategic priorities</li> </ul>	On track	A draft economic growth strategy has been drafted and will now undergo a consultation process with stakeholders. 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. It will position the Watford economy within Hertfordshire and the wider region, building on our strengths and identifying future opportunities.

			<ul style="list-style-type: none"> <li>✓ 23 December – first draft of strategy</li> <li>• 18 January – second draft of strategy</li> <li>• 26 January – review by Strategy Group</li> <li>• 27 January – review by Mayor/Cllrs</li> <li>• 11 February – review by One Watford for Business</li> <li>• 15 February – final strategy received</li> </ul>		
<b>2. Re-mobilise our Town Centre and local economy and support its recovery</b>	We will continue our close working with Watford BID, into, our businesses and other partners to position Watford town centre as the town centre of choice for our local people as well as the wider region, making it safe, welcoming and somewhere people know they can visit to socialise, dine-out, shop and enjoy.	Reopening the Town Centre (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 10 July – Approach to high street stewards agreed</li> <li>✓ 15 July – Shop local campaign introduced</li> <li>✓ 22 July – Changes to pavement licensing</li> <li>✓ 15 August – ‘Travel with confidence’ campaign underway</li> <li>✓ 15 September – Enhanced track and trace roll out</li> <li>✓ 02 October – messaging aligned to “Hands, Face, Space”</li> <li>✓ 12 October – Officer meeting re long-term strategy for High Street traffic control</li> <li>✓ 12 October – Traffic Marshals agreed to be in place until January 2021</li> <li>✓ 19 October – Safe reopening messaging ongoing, including more locally focussed Covid comms week</li> <li>✓ 23 October – Long-term strategy for High Street traffic control considered at RCB</li> <li>✓ October – Halloween and Christmas planning ongoing e.g. entertainers</li> <li>✓ October – replace summer planters with winter ones to aid social distancing</li> <li>✓ 19 November – locally focussed Covid comms week</li> </ul>	On track	<p>‘Shop Local, Stay Safe’ and ‘Travel with Confidence’ initiatives have been 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 on responsibility for coordinating town centre activity, providing a real focus for this work.</p>

			<ul style="list-style-type: none"> <li>✓ December – ‘Shop local’ campaign comms</li> <li>• 13 January – new Town Centre Operations Group structure takes over to provide long term support to the Town Centre</li> </ul>		
<b>3. Invigorate our small and medium businesses across the town</b>	We will speak regularly to our smaller and medium sized businesses and local business owners across the town. We will understand their strengths and concerns and, based on this, will produce a package of practical help, support and advice to enable them to bounce back and thrive following the impact of COVID-19 and to support them through exit from the EU.	Survive (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 29 June - Business Information Hub launched and communications circulated</li> <li>✓ 12 August – Review of existing forums</li> <li>✓ 24 August – Business forums recommendations approved by Informal Cabinet, including merging virtual Covid-19 group with SME business Connect</li> <li>✓ 25 September – Wenta support programme proposal approved by Renewal Coordination Board</li> <li>✓ 8 October – Final virtual Covid-19 Forum</li> <li>✓ 19 October – Wenta business support programme to launch</li> <li>✓ End November – Relaunch of SME Business Connect</li> <li>✓ End November – Relaunch Developers’ Forum</li> <li>✓ 08 January – BID Ballot opens</li> <li>• 11 February – inaugural One Watford for Business</li> <li>• February/March 2021 - annual symposium for Business</li> </ul>	On track	Business partnerships and forums review complete and all recommendations implemented by the end of the year to ensure that the council is best placed to support the many successful smaller businesses and business owners across the town. First forums have been held with the remaining forums due to launch/ relaunch in early 2021. BID role dependent on result of Ballot (due in early February 2021).
<b>4. Attract and retain big business in Watford</b>	Recognising the importance of big businesses to local employment in the town, we will introduce new ways to	Thrive (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 31 July – 50 key businesses identified</li> <li>✓ 10 August – Business CRM tender underway</li> <li>✓ 12 August – Review of existing forums</li> </ul>	On track	50 key accounts scheme launched and roll out underway. All businesses involved will have regular

	engage with the town's larger businesses and major employers to give them a strong voice in Watford's economic future and to support their business plans for growth. This will include moving to a key account model for our top 50 firms, providing them with a direct link to the council.		<ul style="list-style-type: none"> <li>✓ 24 August – Business forums recommendations approved by Informal Cabinet</li> <li>✓ 24 August – Key Accounts Programme approach approved</li> <li>✓ 4 September - Leadership Team account managers assigned to businesses</li> <li>✓ 14 September – CRM supplier appointed</li> <li>✓ 07 October – existing contacts added to CRM</li> <li>✓ 09 October – CRM contract</li> <li>✓ 16 October – Introduction emails to initial 20 businesses</li> <li>✓ 02 November – CRM live</li> <li>✓ 18 December – Key Accounts Programme launched</li> <li>✓ December – Business partnerships and forums review complete and all recommendations implemented</li> </ul>		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.
<b>5. Maximise opportunities for Watford</b>	We will work closely with local partners, including the Hertfordshire Growth Board to maximise opportunities for Watford within the County and wider sub-region. This will include joint working on schemes to benefit the whole town, such as improving the town's travel options, public spaces and schools. Our aim is to make Watford the obvious option for public investment in infrastructure to encourage economic prosperity to improve	N/A	<ul style="list-style-type: none"> <li>• Q1 and Q2 - Spatial Options development</li> <li>• Q3 and Q4 - Prepare Issues and Options document and gain Political agreement to consult</li> </ul>	On track	Continuing to contribute to the development of a strategic approach to growth in SW Hertfordshire including Watford, Dacorum, Hertsmere, Three Rivers and St Albans through ongoing work with the East/West Southern Growth Corridor Programme, the Hertfordshire Growth Board and the LEP.

	the lives of our residents and opportunities for our businesses, which will support the wider communities in Hertfordshire.				
<b>COMMITMENT</b> Create thriving and affordable neighbourhoods and the right environment for business to flourish		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Progress our plans for the High Street North and Cultural Hub</b>	We will take forward plans to revitalise the 'High Street north' area to create a vibrant and attractive neighbourhood for all our residents to enjoy, as well as establishing a new area in the town for culture to flourish.	High Street North	<ul style="list-style-type: none"> <li>✓ Q2 2020 - North High Street Regeneration Study</li> <li>✓ Q3 – Q4 2020 – Identified programme of developments and strategy with the aim of identifying delivery partner/s to take scheme forward and quick wins</li> <li>✓ Q3 2020 – Approval and sign off by Cabinet</li> <li>✓ Q3 – Q4 2020 - Commencement of procurement of development partner(s) to help deliver initial development opportunities together with entering into MoUs with partners for future phases of development</li> <li>• Q3 –Q4 2020 – Detailed feasibility and discussions with stakeholders with the aim of agreeing a MOU</li> </ul>	On track	Plans developed into the Town Hall Quarter programme, which include the regeneration of the Town Hall area / High Street North as well as improvement works to the Town Hall, Colosseum and a review of the council's internal culture and ways of working. Approval for the first stage of the programme was provided by Cabinet on 19 January 2021. Work is now underway to reach the second programme gateway to provide additional assurance in relation to feasibility and value.

<b>2. Develop Watford Business Park</b>	We will develop Watford Business Park to create new, high quality business space and employment opportunities for local people.	Watford Business Park (Zone A)	<ul style="list-style-type: none"> <li>Q3 2020 - Submit detailed planning application/commence intrusive surveys/demolition.</li> <li>Q4 2020 – Tender for design and build contractor and secure Cabinet approval to appoint</li> <li>Q1-4 2021 – Construction and preletting campaign on Gateway Zone</li> <li>Q4 2020 – Q4 2021 – Identify further regen/commercial activities and present outline business cases to the council’s Commercial Income and Investment Board</li> </ul>	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.
<b>3. Create new neighbourhoods at Riverwell</b>	We will continue to develop the new and vibrant neighbourhood at Riverwell with a high quality mix of new homes, jobs, open spaces and community facilities, including a new car park for Watford General Hospital. The work at Riverwell will support the opportunity for West Hertfordshire Hospitals NHS Trust to deliver its ambition for our local hospital.	Riverwell	<ul style="list-style-type: none"> <li>✓ Q3 2020 – Planning obtained for the Multi-Storey Car Park (MSCP) and Family Housing and tenders issued. Development of legal agreements</li> <li>✓ Q3-4 2020 – Agree marketing strategy &amp; potential turnkey development proposals for industrial zone north and progress to preparing detailed planning application</li> <li>Q3-4 2020 – To complete enabling works including utility diversions on site</li> <li>Q1 2021 – Let contract and start on site for Phase 1 of Family Housing</li> <li>Q1/4 2020 – To continue to develop plans for remaining development zones and their integration into the hospital refurbishment/redevelopment plans</li> <li>Q3 2020 – To have achieved the sale of all remaining residential units at Woodlands</li> </ul>	On track	A turn-key development opportunity currently being marketed for Industrial Zone North. Northern Zone Enabling works currently on site. The LABV is currently negotiating terms with West Hertfordshire Hospital Trust (WHHT) on the delivery of the MSCP. The LABV will provide Development and Project Management services. Initial Master-planning coordination workshops held with WHHT. LABV Contract tendering for Phase 1 of Family Housing complete. Clarifications with bidders on-going looking to



			<p>and initiate sale of ground lease. Advise Elections team accordingly.</p> <ul style="list-style-type: none"> <li>Q4 2020 – To have commenced works on site on MSCP</li> <li>Q3/4 2020 – Ongoing monitoring of site development through liaison with Bellway Homes and Mayfield</li> <li>Q3-4 2020 – Liaise with HCC on legal agreements and delivery of school and ensure timetable accords with longstop</li> </ul>		<p>appoint Q4 2020/21. Last remaining units at Woodlands currently being marketed. Final completions targeted for Q4 2020/21.</p>
<b>4. Make the best use of our small sites</b>	<p>We will renew sites owned by the council through the creation of new facilities for our community and new homes for local people to ensure that we are doing all we can with the land we own to provide what residents want and need.</p>	Surplus Sites	<ul style="list-style-type: none"> <li>19 January - Approval of Programme Definition Document intended to relaunch programme and ensure programme approach to surplus sites.</li> <li>March 2021 - Review of site strategies (internally) to create new delivery goals for each site.</li> </ul> <p>All further milestones will be subject to the above review</p>	On track	<p>A number of council sites being reviewed to ensure that they work for our community. The Commercial Income and Investment Board will oversee the ongoing progress in relation to the council's surplus sites programme.</p>
<b>COMMITMENT</b> <p>Ensure the right mix of facilities, services and transport links as part of new developments to create successful, well-designed new communities</p>		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Achieve the right long-term balance of development, services and transport links for our town</b>	<p>We will produce and deliver a comprehensive new Local Plan for Watford which will shape how the town will develop sustainably over the next 30 years and make sure that key</p>	Local Plan Review	<ul style="list-style-type: none"> <li>✓ 30 November – Draft Local Plan to Cabinet</li> <li>✓ January – Consultation underway</li> <li>• June '21 – Submission to Planning Inspectorate</li> <li>• February '22 – Local Plan adopted</li> </ul>	On track	<p>New timetable agreed in October due to staff transition and need for additional evidence. Consultation has now commenced, which will</p>

	development sites are underpinned with creative and well-considered masterplans. We will work with other Hertfordshire Councils on long term spatial plans for Hertfordshire.				ensure that the town is developed in a sustainable way over the next 30 years.
<b>2. Champion high quality design in Watford</b>	Through the creation of a Design Panel, use of our 3D model and developing planning guidance, we will expand how the council's planning function ensures that proposed development proposal designs are of a high quality.	Place Shaping Panel / Watford 3D Urban Model	<ul style="list-style-type: none"> <li>✓ Q1 2020 - Finalise 3D model</li> <li>✓ Q1 2020 – Set up and induct the Place Shaping Design Panel</li> <li>✓ Q2 2020 - Finalise platform for 3D model</li> <li>• Q3 2020 - Go Live Watford Urban Design 3D model</li> <li>• Q2-Q4 2020– Hold regular panel meeting on a monthly basis</li> </ul>	Planning underway	Place Shaping Panel operational. 3D model finalised, but Go Live is being reviewed in light of technical requirements that have been difficult to implement due to Covid restrictions. Planning working with IT to resolve.
<b>3. Develop the Watford Junction Quarter</b>	Recognising the importance of the Watford Junction area for so many of our residents and businesses, we will bring landowners together so we can move forward with our plans to create a new Watford neighbourhood that successfully combines new homes, station facilities, jobs, public space, school provision and community facilities for both our existing and new residents.	Watford Junction Quarter	<ul style="list-style-type: none"> <li>✓ 31 August - Supplementary planning document for site adopted</li> <li>✓ Q2 2020 – Submit funding bid to Herts Growth Board for infrastructure interventions</li> <li>• Q1 2021 – Complete strategic transport review work</li> <li>• Q1 2021 – Procure consultants to help deliver collaborative funding and development strategy</li> <li>• Q2 2021 – Work with landowners to prepare collaborative funding and development strategy</li> <li>• Q2/3 2021 – Prepare and consult on Supplementary Planning Document</li> </ul>	On track	The council continues to work closely with a range of stakeholders to support the development of the Watford Junction area with significant milestones planned over the next period.

<b>COMMITMENT</b> Make sure we have quality homes to meet the needs of residents, including housing that is affordable through ownership, private rental and social housing		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Deliver our Housing Strategy</b>	We will produce and deliver a forward looking Housing Strategy so that Watford continues to offer affordable and good quality homes in thriving and sustainable neighbourhoods.	Deliver Our Housing Strategy	<ul style="list-style-type: none"> <li>Q2 2021 – Complete writing draft document by end September 2021</li> <li>Q3 2021 - consultation stakeholders, members by end December 2021</li> <li>Q4 2021 – Approval of final draft by Cabinet and Council by end June 2022</li> </ul>	On track	Creation of Housing Strategy on track for development throughout 2021 which will provide a clear direction and focus to ensure that the town has affordable and good quality homes for Watford residents.
<b>2. Delivery of Private Sector Housing Renewal activity</b>	We will work to support the improvement of the standard of the town's privately owned homes, including ensuring regulatory compliance, particularly where this can help people's health and wellbeing.	<p>External Wall Insulation</p> <p>Warmer Homes</p>	<p>A number of initiatives identified to support private sector housing renewal over the period of the Delivery Plan. This will be an ongoing programme led by the council's Community Protection team and will ensure that the quality and standard of homes for local residents across the borough are improved.</p> <ul style="list-style-type: none"> <li>June 2020 – June 2021 - Delivery of project on site August 2021 - Project evaluation and close</li> </ul>	On track	<p>External wall insulation - The project is awaiting payment of the government green homes grant voucher scheme. Although the GSG scheme has been delayed, the Community Protection team are helping residents apply before beginning physically onsite and have issued quotations. The scheme has however been extended until March 2022. Additional bids to assist residents financially have been made.</p> <p>Warmer Homes - Successfully implemented the scheme and were the highest performing LA in Herts. The</p>

		Minimum Energy Efficiency Standards BEIS	<ul style="list-style-type: none"> <li>✓ November: Promotion materials and processes completed and scheme advertised. Scheme commences on site.</li> <li>• Scheme runs through winter and demand tails off May 2021</li> <li>• 1st April 2020 to 31 March 2021</li> </ul>		<p>scheme has now closed as Herts County Council did not renew the contracts or continue to support the scheme. An alternative scheme (Better Housing Better Health) has been launched and widens the benefits available to customers</p> <p>MEES - Initial scoping of premises and check visits have been undertaken to rented properties. However due to covid implications the methodology has been changed to reduce visits and it seems likely that BEIS will extend the scheme beyond March 2021 to enable further targeting and outcomes.</p>
<b>3. Review our strategic partnerships</b>	To ensure that we are making the most of our opportunities to deliver quality homes that meet the needs of local people, we will review our strategic housing partnerships and ensure that we all work together to provide quality homes for our residents.	Strategic Housing Partnerships	Continuous assessment of effective partnership arrangements and practices	On track	The council works closely with a number of organisations to ensure that it provides quality homes for Watford residents and will continue to ensure that our partnership arrangements remain effective.

<b>COMMITMENT</b> Build on our new, greener ways to travel in and around Watford and promote the transition to a low carbon economy.		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Position Watford as a Sustainable Travel Town</b>	We will consult with a range of stakeholders to develop a sustainable Transport Strategy. The Strategy will position Watford as a sustainable travel town that promotes greener ways to travel, reduces congestion, helps people to make healthy travel choices and stimulates economic growth.	Sustainable Transport Town	<ul style="list-style-type: none"> <li>✓ September – Board, PID and task developed</li> <li>✓ November - Develop detailed project plan milestones</li> <li>✓ 30 November - Public engagement on vision</li> <li>• May '21 - draft strategy presented to Portfolio Holders</li> <li>• Sept '21 – Final Strategy approved</li> </ul>	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 expected in September. Current initiatives of Sustainable Transport Strategy and Infrastructure Delivery Plan are contributing to progression of WBC being named a Sustainable Travel Town by HCC. Successful engagement to inform the Strategy.
<b>2. Implement a demand responsive transport scheme</b>	We will launch the ArrivaClick on demand bus service for Watford and make sure it links effectively with all of Watford's greener ways to 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"> <li>✓ 1 July – ArrivaClick demand responsive transport system launched</li> </ul>	Complete	Revised service launched on 1 July to ensure conformity with social distancing requirements

<b>3. Improve the cycling and walking network in Watford</b>	We will work with Hertfordshire County Council and our cycling community on our Local Cycling and Walking Implementation Plan to improve the cycling and walking network across our town so more people choose to cycle and walk around it. This will promote health and wellbeing, encourage residents and visitors to enjoy our public places and ensure that our town becomes greener and cleaner for everyone both now and for years to come.	LCWIP	<ul style="list-style-type: none"> <li>Q4 2020 - Prepare draft document for consultation</li> <li>Q1 2021 – Undertake public consultation</li> <li>Q1 2021 - review of comments received and adopt plan</li> <li>Q2 2021 - Begin implementation</li> </ul>	On track	Whilst there have been some challenges co-ordinating the project during Covid the pandemic, key milestones updated to reflect latest programme.
<b>4. Champion proposals for a mass-rapid Transport Scheme for Watford</b>	As part of our plans to encourage sustainable transport options, we will work closely with Hertfordshire Growth Board to secure the best mass rapid transport system for our town, providing a further option for our residents, visitors and commuters to travel sustainably.	Mass-Rapid Transport	<ul style="list-style-type: none"> <li>2021/22 – HGB bid to Govt for funding</li> <li>2021/22 – Feasibility Studies contribution to engaging consultation</li> </ul>	On track	High Level early stage discussions held with HCC and their consultants. Further milestones will be developed as the project progresses.
<b>5. Continue to investigate opportunities to create a low Carbon Transport Hub</b>	We will continue to investigate the potential for a low-carbon transport hub in Watford town centre to encourage more use of public transport, reducing	Low Carbon Transport Hub	<ul style="list-style-type: none"> <li>Q1 2021 – Land acquisition discussions and proposals</li> <li>Q1 2021 – Consider funding options to progress</li> </ul>	On track	In line with the newly formed Sustainable Transport Board and the council's ongoing commitment to invest in sustainable transport for Watford residents, high level

	congestion and improving air quality for everyone.				plans are continuing to investigate opportunities to create a low-carbon transport hub in Watford Town Centre. Key milestones in place over the next period which will help to establish future works.
<b>6. Make Watford a sustainable town</b>	Working with our partners, businesses and residents, we will together make Watford a more environmentally friendly town that meets the target of net zero carbon by 2030. We will continue to implement sustainable transport initiatives, support low income households and the community to improve energy efficiency, implement our Tree and Green Spaces Strategies to increase biodiversity, promote clear air campaigns and increase domestic recycling rates.		<ul style="list-style-type: none"> <li>✓ 1 September – New waste and recycling service launched</li> <li>✓ Q2-3 2020 – Warmer homes scheme underway</li> <li>✓ Q3 2020 – Funding bid to the Energy Trust for the wider roll out of electric vehicle charging and subsequent installed of 7 dual 7KW fast chargers, including in Cassiobury Park, Croxley Business Park and residential roads, supported by a Traffic Regulation Order</li> <li>• Q3-4 2020 – Implement e-car club at Harebreaks Car Park</li> <li>• Q1 2021 – Local Nature Reserve biodiversity action plans to be reviewed and funding opportunities identified</li> <li>• Q2 2021 – External wall insulation project for private sector housing complete</li> </ul>	On track	There are a number of initiatives and projects underway to ensure that the council can meet the target of net zero carbon by 2030. This includes many of the innovative sustainable transport initiatives listed above, although the individual milestones have not been listed against this commitment. It should also be noted that a whole range of activities were agreed by Cabinet in March 2020 as part of the approval of the council's Sustainability Strategy, which provides a detailed view of all the activities being undertaken to meet their commitment.
<b>7. Ensure that the council is a greener organisation</b>	We will ensure that the council is active in reducing its environmental impact and carbon footprint through our staff, our buildings and our	N/A	<ul style="list-style-type: none"> <li>• Q4 2020 - Tender for new waste and recycling vehicles with the aim of awarding contracts by March 2021. (The Council has already number of electric vehicles in the</li> </ul>	On track	Sustainable activities integrated into Service Plans across the Council, approved on 13 October. Further work required to establish a single

	operations. Sustainability will be integrated into our council plans, we will reduce our use of single use plastics, lead by example on low carbon travel and carry out energy audits of our council buildings.		<p>waste and parks fleet. The authority has a rolling replacement programme for these waste and street vehicles and is actively seeking to replace the diesel engines with hybrid and electric options to ensure that the target date of 2030 is achieved)</p> <ul style="list-style-type: none"> <li>• Q3-4 2020 – Review EPC’s in our community buildings and undertake appropriate works where appropriate to improve energy efficiency and sustainable development</li> <li>• Q4 2020 prepare report for Leadership Board on the expansion of the electric vehicle charging scheme at the Town Hall</li> </ul>		<p>plan of activity but initial milestones captured against this commitment, all of which continue to run on track. A whole range of activities were also agreed by Cabinet in March 2020 as part of the approval of the council’s Sustainability Strategy, which provides a detailed view of all the activities being undertaken to meet their commitment.</p>
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### THEME 3: A healthy and happy town

#### Key achievements over this period

- Oxhey Activity Park opened to the public, including a BMX track, children's playground, skate park, café and wildflower meadow.
- Watford Rough Sleeper Task Force continuing with attendees from a large number of agencies who all committed to work collectively and operationally to provide packages of accommodation and support for individual rough sleepers that enables them to leave the streets permanently and sustainably.
- Member led scrutiny task group launched to review issues of importance to Watford's BAME community and develop recommendations for Cabinet.
- Voluntary Sector Strategy approved by Cabinet providing the council with a framework to work with our community and voluntary sector over the medium to long term, following successful joint working through the Covid-19 pandemic.
- 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.
- Support procured to develop a refreshed and existing Heritage and Museum Service for residents of all ages for the future.
- Mental Health worker and Domestic Abuse worker both now in post and supporting residents, with 14 residents supported by the Mental Health Worker since the service commenced at the end of Q2 and 59 clients supported by the Domestic Abuse worker.
- Public Realm works in St Albans Road and across the Watford Junction forecourt completed. Work continues to improve and refresh Clarendon Road as a key gateway into the town.
- Design team appointed for Woodside Sports Village, a refreshed outdoor space to provide new sports and leisure facilities in the town.

#### Theme BRAG Analysis

BRAG rating	Key	Total number in theme
	Completed	1
	On track	20
	Planning underway	0
	Delayed / Unknown	0
	Delivery reviewed as a result of external influences	0
<b>Total</b>		<b>21</b>

<b>COMMITMENT</b> Embrace our diversity, heritage and culture to make Watford a place for people to succeed from childhood to old age		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Ensure that everyone living in our town has the opportunity to achieve their potential</b>	We will work with all parts of our diverse community to ensure that we tackle inequality so that background is not a barrier to success in our town and all of our residents have the same opportunity to reach their potential.	Achieving Potential	<ul style="list-style-type: none"> <li>February 2021 – Member led scrutiny task group to review issues of importance to Watford's BAME community and develop recommendations for Cabinet (March 2021). The task group's work includes reviewing the council's street naming policy and process.</li> <li>April 2021 – Further milestones will be subject to the above task group work which will then enable these issues to be taken forward by relevant groups, authorities or services, including the council's equalities statement and policy and the street naming policy and process.</li> </ul>	On track	Whilst this commitment is embedded within all council Service Plans, specific activity is being undertaken by the council's Democratic Services team working with a member-led scrutiny task group to develop a range of proposals for consideration by Cabinet. Councillors supporting the dissemination of Covid-19 related messaging to the community.
<b>2. Develop a heritage trail for Watford</b>	Recognising Watford's rich culture and past, we will celebrate the town's heritage through developing a new innovative, digital heritage trail to bring Watford's past to life.	Heritage Trail	<ul style="list-style-type: none"> <li>✓ February '21 – tender and commission consultant</li> <li>March - July '21 – Strategy developed</li> </ul>	On track	Museum and Heritage Strategy underway. On track at the current time as part of the Town Hall Quarter programme.
<b>3. Review and reinvigorate how we celebrate our local heritage</b>	Develop proposals for a modern and inspiring heritage service and Museum that engages and educates our residents and visitors by telling the story of our town and its rich and diverse history.	Museum and Heritage Review	<ul style="list-style-type: none"> <li>✓ February '21 – tender and commission consultant</li> <li>March - July '21 – Strategy developed</li> </ul>	On track	Haley Sharpe design Ltd have been appointed and will be working to incorporate suggestions from the AEA Cultural Strategy report with strategy development on track for completion by July 2021 as

					part of the Town Hall Quarter programme.
<b>4. Develop services to support our residents' health and wellbeing, including those with mental health issues</b>	We will work closely with our partners to ensure that the right support is available for our residents who need it across the town. This will include Watford's Healthy Hub which will strengthen the health support available for local people, including mental health help and guidance.	Healthy Hub	<p>Covid has impacted on the implementation of the delivery of the Healthy Hub. In agreement with HCC a reviewed delivery plan has been put in place offering Covid secure Healthy Hub service:</p> <ul style="list-style-type: none"> <li>✓ Domestic Abuse and Mental Health worker to commence.</li> <li>✓ Remote offer, actively seeing clients and linking in with other services.</li> <li>• Develop website</li> <li>• Implement secondary satellite Hub's in Partnership with Cathartic ( Creative Arts Company ) :- <ul style="list-style-type: none"> <li>➤ Think About Living with Dementia</li> <li>➤ Palliative care</li> <li>➤ Bereavement Support</li> </ul> </li> </ul>	On track	<p>The Healthy Hub launched remotely in May 2020. Due to Covid there will be no physical use of the hub until further notice.</p> <p>The recruitment of the Mental Health worker and Domestic Abuse worker is now complete, with 14 residents supported by the Mental Health Worker since the service commenced at the end of Q2 and 59 clients supported by the Domestic Abuse worker.</p> <p>Marketing and development of website continues and a communications plan is in place.</p>
<b>4. Create a Dementia Friendly Community</b>	Working with businesses, partners, carers and residents living with dementia we will champion Watford as a place where people living with dementia are understood, respected and supported.	Dementia Friendly Town	Lots achieved to date and milestones to be confirmed with delivery of agreed action plan to be reviewed in the light of Covid-19 and the focus of the council's Community Protection team on working with residents and businesses on preventing the spread of the virus.	On track	<p>Watford has built a strong reputation as a dementia-friendly town and accreditation has been achieved for a further two years.</p> <p>Dementia support and events to date include the 'Forget Me Not Restaurant' for people</p>

					<p>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><b>6. Commemorate Watford's response to Covid-19</b></p>	<p>Building on the community spirit and outstanding work across the town during the Covid-19 pandemic, we will evolve Watford Together so that it commemorates Watford's response to the pandemic, recognises the invaluable contribution of our front line workers and provides opportunities for reflection for all parts of our community.</p>	<p>Watford Together (Road to Renewal Plan)</p>	<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>	<p><b>On track</b></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 &amp; commemorative events is looking more favourable. Based on this, further milestones for these are being developed.</p>

<b>7. Enhance the town's character and its physical heritage</b>	We will produce a refreshed Conservation Area Management Plan which ensures that we continue to protect the character of our town and enhances its future for local people.	CAMP	<ul style="list-style-type: none"> <li>Q4 2020/21 - Prepare tender and appoint consultants</li> <li>Q1 2021/22 – Seek cabinet approval</li> </ul>	On track	Delivery has been re-profiled to ensure alignment with the Local Plan work. Expected to commence Q4. Completion expected in Q1 of the next financial year.
<b>COMMITMENT</b> Enable our cultural and creative sectors to flourish		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Maximise the cultural opportunities for the town</b>	We will refresh Watford's Cultural Strategy to ensure our cultural and creative sectors can flourish, help to bring our community together and provide a vibrant, diverse and exciting offer to residents and visitors.	Watford Together (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 6 August – AEA commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector</li> <li>✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review</li> <li>✓ 4 / 11 November – Cultural Leaders Group to review AEA report and action plan</li> <li>✓ 18 January – AEA final report to Cabinet alongside THCQ Programme</li> <li>• Late January – Governance workshop to establish preferred governance model</li> </ul>	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 Quarter programme approved by Cabinet in January. A workshop at the end of January will consider the governance arrangements for taking the work forward.
<b>2. Making the most of the town's cultural and entertainment venues</b>	We will ensure that council-owned entertainment venues continue to provide a high quality, varied and diverse entertainment programme for all in our town and further enhancing the buildings so that they are modern and sustainable.	Watford Colosseum Refurbishment	Further milestones subject to the outcome of the final AEA report on the Cultural Strategy and further scoping of the Town Hall Quarter programme, which has a specific focus on culture and, in particular, use of the colosseum.	On track	Cultural Strategy delivery support underway with Cultural Leaders engaged and ongoing alignment of the council's cultural ambitions across the town. Further work for this commitment will follow the successful completion of the Cultural

					Strategy work and additional scoping related to the Town Hall Quarter programme.
<b>3. Enhance our cultural partnerships</b>	We will work together with Watford's cultural partners and the South West Herts Growth Board on shared initiatives to build on the strength of the town's creativity, innovation and entrepreneurial spirit and provide a strong cultural offering for the town and our residents which works to attract people to the town and supports businesses.	Watford Together (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 6 August – AEA commissioned to provide support in delivery of the council's existing cultural strategy, including our work with the cultural sector</li> <li>✓ 6 October – Review of all strategic partnerships underway. Final outcome to be informed by AEA review</li> <li>✓ 4 / 11 November – Cultural Leaders Group to review AEA report and action plan</li> <li>✓ 18 January – AEA final report to Cabinet alongside THCQ Programme</li> <li>• Late January – Governance workshop to establish preferred governance model</li> </ul>	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 Quarter programme approved by Cabinet in January. A workshop at the end of January will consider the governance arrangements for taking the work forward.
<b>COMMITMENT</b> Ensure we have quality events, recreational opportunities and outdoor spaces for people to get together, feel part of the town and boost their health and wellbeing.		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Complete Oxhey Activity Park</b>	We will deliver Oxhey Activity Park, an exciting new venue for skateboarding, BMX and cycling, combined with a café and community facilities.	Oxhey Activity Park	<ul style="list-style-type: none"> <li>✓ 7 September – Practical completion</li> </ul>	Complete	Oxhey Activity Park opened in September. Project will remain open whilst snagging issues are resolved.
<b>2. Create Woodside Sports Village</b>	In order to provide modern and attractive facilities for sports and leisure for all the community, and our young residents in particular, to enjoy, we will deliver a new vision for Woodside that makes best use of the	Woodside	<ul style="list-style-type: none"> <li>✓ April 2020 – Design Brief to procure consultants</li> <li>✓ Sept 2020 - Appoint design team</li> <li>✓ October 2021 - onwards detailed design, planning and procurement to begin on site in late 2021</li> </ul>	On track	Design team recently appointed following procurement process. Detailed design now underway to create a new and

	space available to provide new sports and leisure facilities in the town.		Further milestones subject to the design work underway.		existing space for residents across the town.
<b>3. Revitalise the River Colne</b>	We will improve the River Colne through Watford to make it a more appealing place for local people to enjoy and a better environment for plants and wildlife to flourish.	Reclaiming the River Colne	<ul style="list-style-type: none"> <li>April '20 - March '21 – River improvement plans developed, funding streams assessed</li> <li>April '21 – River works / site improvements</li> </ul>	On track	Work on detailed plans underway. Subsequent milestones will be subject to this initial tranche of work.
<b>4. Improve our local parks</b>	We will upgrade Watford's much loved parks and open spaces including Meriden Park, Lea Farm Recreation Ground, Cassiobury Park performance space and the town's outdoor playgrounds so that they provide opportunities for our residents to exercise and spend time together and enhance the biodiversity of the town.	Park Enhancements	<ul style="list-style-type: none"> <li>April '21 – Commission Landscape architect</li> <li>July '21 – Site works</li> </ul>	On track	Works continually ongoing and 12 green flags issued to Watford Parks in 2020. Applications are now underway for 17 green flag sites to be submitted by mid-February. Further milestones on future parks improvements to be identified through the planning process.
<b>5. Enhance our public spaces</b>	We will improve public spaces across the town to provide excellent, safe and attractive outdoor spaces that support a greener Watford. This work will include the enhancement of key areas of our town such as St Albans Road, Clarendon Road and the Watford Junction Gateway, as well as other local street and open space improvement initiatives.	<p>Clarendon Road</p> <p>Watford Junction</p>	<ul style="list-style-type: none"> <li>✓ Q1 2020 – Construction works ongoing from St Johns Road to Station Road</li> <li>✓ Q1 2020 - One way traffic flow Beechen Grove and St Johns Road for 9 months</li> <li>✓ Q3 2020 – 2<sup>nd</sup> Phase starts</li> <li>• 2022/23 – Completion of all works</li> <li>• 2023/2024 Defects Correction period</li> <li>• 2024/25 Handback the completed project to Highway Authority, Herts County Council</li> <li>✓ Q2 2020 – Implementation of scheme</li> <li>✓ Q3 2020 – Completion of scheme</li> <li>• 2021-22 Defects Correction Period</li> </ul>	On track	A number of public realm schemes are either complete or underway. Significant improvement works have already been undertaken in Clarendon Road with the second phase of these works commencing recently. Improvements to the Watford Junction and St Albans Road are now complete and have succeeded in improving the street scene and access for

		St Albans Road	<ul style="list-style-type: none"> <li>• 2023 Hand back the completed project to Network Rail</li> <li>✓ Q2 2020 – HCC permits &amp; Technical agreement</li> <li>✓ Construction</li> <li>✓ Q3 2020 – Completion</li> <li>• Q3 2020 – Q3 2022 Defects Correction period (HCC required a 2 year period)</li> <li>• Q4 2022 – Sign off and handover of highway back to County</li> </ul>		residents and visitors to the many businesses.
		Streets Improvement Programme	<ul style="list-style-type: none"> <li>• July '21 - Develop selection criteria, community and stakeholder engagement</li> <li>• August '21 - Commence role out of project and engagement/ partnership working</li> <li>• September '21 - Project delivery phase</li> <li>• May '22 - Evaluation and close of project</li> </ul>		
<b>COMMITMENT</b> Work even more closely with the voluntary and community sector, to build a resilient community where people support each other		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Support the voluntary sector in Watford to provide positive outcomes for those in need</b>	We will build upon the success of our Watford Helps initiative and harness the community spirit established during the COVID-19 crisis to work in partnership with charitable, community and voluntary organisations focused on helping our vulnerable residents live healthy, happy and independent lives.	Watford Helps (Road to Renewal Plan)	<ul style="list-style-type: none"> <li>✓ 21 August – Voluntary Sector Specialist recruited</li> <li>✓ 21 September – Review approach approved by Informal Cabinet and engagement underway</li> <li>✓ 8 October – Internal review of draft strategy</li> <li>✓ 9 November – Strategy approved by Cabinet</li> </ul>	<b>On track</b>	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



			<ul style="list-style-type: none"> <li>January '21 - Plan of actions/ milestones/ deliverables/ responsibilities for consultation with W3RT approved by WBC Leadership Board</li> <li>February '21 - Action plan discussed &amp; agreed with W3RT</li> <li>February '21 - Action plan agreed at Portfolio Holder's meeting</li> <li>February '21 - Action plan agreed at Voluntary Sector Partnership meeting</li> </ul>		new milestones have been created.
<b>2. Ensure our community buildings benefit local residents</b>	Through our Community Asset Review, we will make sure our community buildings are well maintained and we will work with our community tenants to make sure the buildings maximise the benefits for our local people.	Community Asset Review	<ul style="list-style-type: none"> <li>✓ October '20 - Completion of review of all buildings – Includes Condition Surveys and schedules of work</li> <li>✓ October '20 - Agree standardised form of lease</li> <li>✓ December '20 - Develop outline scope of works for each asset.</li> <li>January '21 - Draft paper for Leadership Board and subsequent CFRB to present the findings of the Landlord &amp; Tenant obligations review.</li> <li>January '21 - Commence process of notifying Tenants of their obligations under the terms of their lease.</li> <li>February '21 – Following procurement of suppliers, commence remedial works over two year period.</li> </ul>	On track	Corporate Asset Management team undertaking condition surveys and reviews of all community buildings, due to be completed this month. Project now underway and additional resource to be recruited to support the work required over the next two years which will allow our community buildings remain well maintained and continuing to benefit the local community

<b>3. Ensure a safer Watford</b>	We will work with partners and use our statutory powers to ensure that Watford is a safe place for all our residents.	One Watford	<ul style="list-style-type: none"> <li>✓ 28 July – Review approach, working with the LGA to undertake remote peer support, agreed</li> <li>✓ 12 October – All One Watford members notified in relation to review</li> <li>• 1-3 December – Desktop exercise completed</li> <li>• 1 April '21 – Review recommendations implemented</li> </ul>	On track	With the benefit of feedback from the LGA, work on defining the future terms of reference of One Watford has commenced.
<b>COMMITMENT</b> Work with partners to end rough sleeping and help people enjoy better lives		<b>Project</b>	<b>Key Milestones</b>	<b>'RAG' Rating</b>	<b>Update</b>
<b>1. Achieve and maintain zero rough sleepers on the streets on Watford</b>	We will agree a new Homelessness Strategy for Watford which will be reviewed on an annual basis and adapted regularly to ensure that it remains valid and supporting those in our community to achieve and maintain zero rough sleepers on the streets of Watford.	Homelessness and Rough Sleeping	<ul style="list-style-type: none"> <li>• 30 June - Medium Complex Intensive Support Service (MCISS) opens</li> <li>• 6 July – Homelessness Strategy approved by Cabinet</li> <li>• 14 July - Information shared on training, secondment and shared learning opportunities provided at Watford Strategic Homeless Forum</li> <li>• 14 July - Watford Rough Sleeping Taskforce was launched</li> <li>• 23 September – Next Steps Accommodation funding bid successful</li> <li>• 25 September - MHCLG funding of £101,000 for winter shelter and accommodation for rough sleepers with no recourse to public funds obtained for the period October 2020-March 2021</li> </ul>	On track	It should be noted the Homelessness Strategy contains a significant number of initiatives, milestones and objectives – the list contained within this report is not exhaustive with more detailed reporting on delivery of Strategy provided to HPAG. However, this does provide an overview of the significant progress already made in this field over the last few months, where there has been a significant focus on supporting those who find themselves homeless and sleeping on the streets.

			<ul style="list-style-type: none"> <li>• 30 September - Application for 20 units of self-contained move-on accommodation submitted</li> <li>• Q3 2020 MHCLG Rough Sleepers Initiative funding application – submission May 2021 (MHCLG changed the timetable)</li> <li>• 31 January 21 - Quality, timely and accessible information available to all homeless households to help prevent homelessness</li> <li>• 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</li> <li>• 15 March '21 - Pathways are formalised for responding to cuckooing, gang-related incidents, domestic violence and modern slavery</li> <li>• 31 March '21 - First Home Truths programme with West Herts College and local schools to prevent future homelessness amongst young people</li> <li>• Q4 2020/21: NSAP short-term revenue funding spent by end March 2021</li> <li>• Q4 2020/21: NSAP capital funding spent by end March 2021</li> <li>• Q4 2020/21: Work with HCC re best use of housing related support funding by end March 2021</li> </ul>		<p>Simplified, online housing and homelessness advice form 90% completed.</p> <p>Milestone for Online homelessness training and education course re-baselined as Housing focuses on other priorities.</p>
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<b>2. Support our residents with more complex needs and housing requirements</b>	We will develop a focused scheme to help those with more complex needs, looking at areas such as housing and other targeted support and working with partner organisations to ensure that these services are provided.	Complex Needs	<ul style="list-style-type: none"> <li>✓ Q1 2020 – Source Support Service Provider</li> <li>• Q4 2020 – Sign Support Contract with provider</li> <li>• Q3 2020 – Implementation of works</li> <li>• Q4 2021 - Completion</li> </ul>	On track	The Complex Needs project has been initiated and Project Manager assigned. Work is continuing and it remains anticipated that the scheme will be operational by 1 April 2021.
<b>3 Continue partnership working</b>	We will work with partners to ensure there are no rough sleepers on the streets of Watford.	Rough sleeping and homelessness	<ul style="list-style-type: none"> <li>✓ 6 July – Homelessness Strategy approved by Cabinet</li> <li>✓ 14 July - Information shared on training, secondment and shared learning opportunities provided at Watford Strategic Homeless Forum</li> <li>✓ 14 July - Watford Rough Sleeping Taskforce was launched</li> </ul>	On track	The Watford Rough Sleeping Taskforce is continuing to meet on a monthly basis focusing on hard-to-engage individuals and agreeing a multi-agency approach to focused and bespoke support, working with the council's designated Rough Sleepers Coordinator