

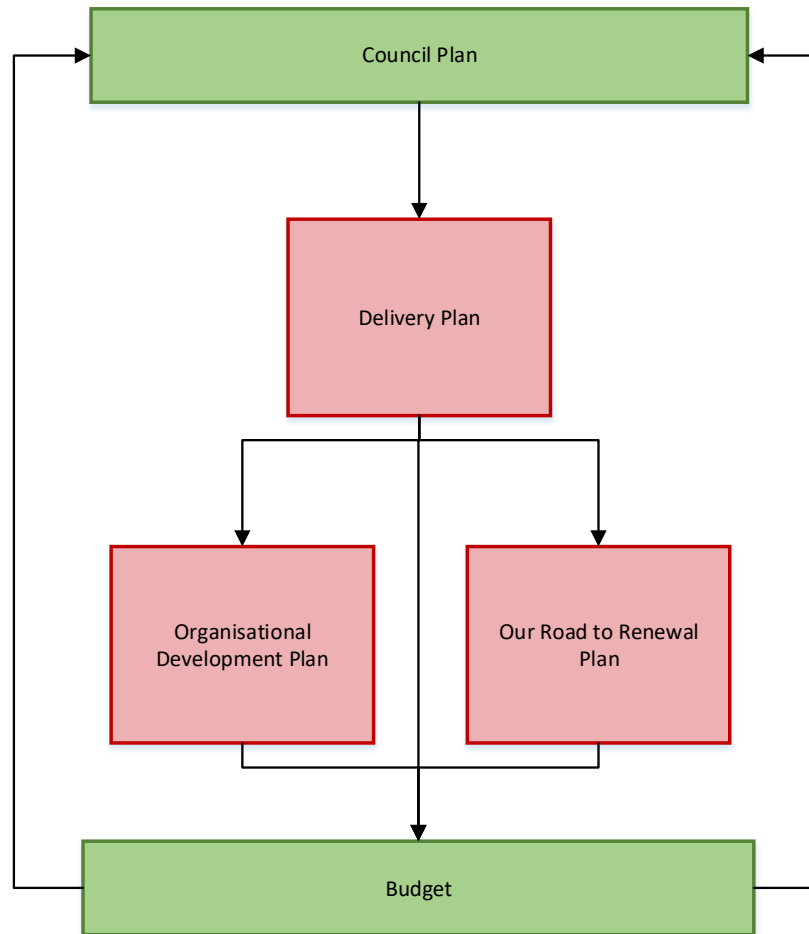
**“WE’VE GOT SOMETHING
YOU MIGHT LIKE TO SEE”**

**Watford Borough Council:
Council Plan, Delivery Plan and Organisational
Development Strategy Update**

17 March 2022



Our Strategic Framework



These plans form a key part of the council's strategic framework, developed to ensure the organisation builds on our ambitious agenda for the town, and community, and integrating our approach to addressing the challenges of the post Covid-19 era

Reporting

- All plans were approved by Cabinet in July 2020
- Council Plan and OD Strategy are 4 year plans. The Delivery Plan represents the first two years of activity in relation to the Council Plan
- Progress reports are provided to Cabinet on a quarterly basis and are then reviewed by Overview and Scrutiny Committee
- 1 report per plan, organised via themes or objectives
- Key achievements are highlighted at the top of each page
- Each activity has a description and update and has been given a rating based on the following:

BRAG rating	Key	Total number in theme
	Completed / Initial activity completed	
	On track	
	Planning underway	
	Delayed / Unknown	
	Delivery re-profiled as a result of external influences	
Total		

Delivery Plan

Activity	Status
<ul style="list-style-type: none"> A record 17 green flags awarded to parks and green spaces across Watford, meaning that the town has more green flags than any other Hertfordshire district for the sixth year in a row 	Completed
<ul style="list-style-type: none"> The council's investment portfolio continues to provide positive returns to the organisation, allowing for ongoing investment in services and projects for the town and helping to mitigate the impact of Covid. 	Ongoing
<ul style="list-style-type: none"> Market successfully refurbished within budget and new 'Market Lates' event launched 3 September to bring food, music and entertainment and promote the market as a place to shop, eat, drink and be entertained. Further 'Market Late' events have been held at Halloween and Christmas, showcasing the diverse range of retail and food offers available at the market. 	Completed
<ul style="list-style-type: none"> Consultation undertaken on our Sustainable Transport Strategy (Transforming Travel in Watford) with significant levels of really positive engagement which helped to shape the final Strategy now adopted by Cabinet. 	Phase 1 complete
<ul style="list-style-type: none"> Our 'Shop Local' campaign has continued to attract more people back to our town centre after successive Covid-19 lockdowns. A popular Christmas light turn on and extended Christmas light displays in the High Street, Clarendon Road and other parts of the town centre proved extremely popular. 	Completed
<ul style="list-style-type: none"> Local Plan submitted to Planning Inspectorate. Examination by the Inspector held across a three week period in January / February 2022 to ensure that the town is developed sustainably over the next 30yrs 	Phase 1 complete
<ul style="list-style-type: none"> Designated Sustainability Officer appointed to both deliver the existing Sustainability Strategy, and look forward to what is required in the future. A baseline study project, with associated energy auditing provision, is being commissioned to form the basis of our ambition to reach net carbon zero by 2030. 	Initial work underway
<ul style="list-style-type: none"> Young Entrepreneurs programme launched to support young people seeking to set up a business, in partnership with the University of Hertfordshire. 180 people attended our Generation Watford event. 	Commenced
<ul style="list-style-type: none"> In recognition of Watford's rich and diverse history, the development of a new town centre heritage trail, to attract more people to our town centre, is underway. This will be launched in March 2022 with a fuller trail introduced alongside additional wayfinding and public art works later in 2022. 	Commenced
<ul style="list-style-type: none"> Watford Museum and Golden Memories have been awarded the Well-being Award from Hertfordshire Museums for delivering golden boxes (memorabilia / reminiscence booklet and support pack) to people living with dementia during the pandemic. 	Completed

Delivery Plan

Work ongoing for:

- Customer Experience Strategy
- Local Cycling and Walking Implementation Plan
- Urban 3D Modelling
- Conservation Area Management Plan
- Low Carbon Transport Hub

Organisational Development Strategy

Activity	Status
<ul style="list-style-type: none"> The Watford Health and You programme shortlisted for an award from the (RSPH) Royal Society for Public Health. 	Completed
<ul style="list-style-type: none"> Steps taken to improve the number of managers who feel confident to spot the early warning signs of mental health and have the skills to manage those conversations with additional training now provided to all line managers 	Completed
<ul style="list-style-type: none"> A successful bid for a government grant, via Hertfordshire County Council, of £18,000, to help prevent Workplace Burnout, has been completed. 	Completed
<ul style="list-style-type: none"> Pathfinder group set up who have worked with teams to agree how Agile Charters will be rolled out across the organisation to ensure we continue to provide the best service for residents. 	Completed
<ul style="list-style-type: none"> The office environment is being re-designed and it is anticipated that employees will be returning to this in late Spring 2022, subject to evolving Covid-19 guidelines 	Commenced
<ul style="list-style-type: none"> Leadership/Management Development programme due to launch in June 2022. This will include modules specific to the organisation, reflecting council plans, objectives, values and behaviours and Mayoral Manifesto commitments. 	Commenced
<ul style="list-style-type: none"> A further Head of Service has taken on the role of Executive Group Head Assistant, supporting the role out of new values and behaviours to align with our new agile way of working 	Commenced
<ul style="list-style-type: none"> Further Kickstarters employed through the Chamber of Commerce, bringing the total number of Kickstarters across the organisation to four, working in Human Resources, Communications and the Enterprise Programme Management Office. One of these has now been appointed to the council's two year future Apprenticeship scheme. 	Completed

Organisational Development Strategy

Work ongoing for:

- Values and behaviours development with staff sessions rolled out from 14 March to 9 April
- Succession planning and organisational resilience underway. Key organisational roles have been identified and Heads of Service have plans how to cover these key roles as part of their business continuity plans.
- Revised Performance Development module from iTrent in test with intention to use for appraisal process from June 2022.

Road to Renewal

Activity	Status
<ul style="list-style-type: none"> • 'Unsung Heroes' awards were successfully launched through 2021 to highlight the many people, organisations and charities in the town who quietly go about transforming people's lives all year round and make an incredible contribution to our communities during the pandemic and beyond. 	Completed
<ul style="list-style-type: none"> • 16th Audentior awards launched on 30 September 2021 with the awards held on 4 March 2022. 	Completed
<ul style="list-style-type: none"> • Watford Charity Support Grants of up to £5,000 awarded to registered charities and Community Interest Companies based in Watford who have been severely impacted by Covid-19, to help them resume, develop or innovate their business operations - 16 charities have shared a total of £61,508 to date 	Commenced
<ul style="list-style-type: none"> • Watford Business Growth Grant launched to provide grants of up to £10,000, expert advice and support to local businesses of between 5 and 20 employees impacted by Covid - 18 businesses have been awarded a total of £103,000 to date 	Commenced
<ul style="list-style-type: none"> • Second successful 'Generation Watford' careers fair held 9 November 2021 to continue the 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 	Completed
<ul style="list-style-type: none"> • Return of multiple public events including fireworks, Remembrance and Christmas lights switch-on events 	Completed
<ul style="list-style-type: none"> • Ongoing use of Amenities area as a vaccination centre to improve the provision of Covid vaccine to the people of Watford 	Ongoing
<ul style="list-style-type: none"> • Digitisation of Waste and Recycling processes now live 	Completed
<ul style="list-style-type: none"> • Quarterly Watford Health & You newsletter published with focus on 'making it safer for women and girls' 	Completed

Road to Renewal

Work ongoing for:

- Covid-19 public arts memorial
- Future Health and Wellbeing Strategy
- Town marketing