

Report to: *Other (please specify)*

If other: *Overview and Scrutiny Committee*

Date of meeting: *19 June 2024*

Report author: *Associate Director of Customer and Corporate Services, Delivery Support Lead, Intelligence, Performance and Improvement Lead*

Report sponsor: *Director of Partnerships*

Portfolio holder: *Councillor Kennedy Rodrigues*

Report title: *Performance and Progress Report – Q4 2023/24*

1.0 Executive Summary

1.1 Following the Mayoral election in in June 2022 Watford Borough Council launched its new Council Plan which set out an ambitious agenda for the town and the council. The Council Plan forms part of the organisation’s strategic framework, which aims to ensure that the council delivers on its commitments. Underpinning the Council Plan is a two-year Delivery Plan and our key corporate strategies, which are supported by a suite of key performance indicators (KPIs). This allows the council to ensure that both projects, strategies and high-quality services continue to be delivered, and for action to be taken if areas of concern are identified. A critical part of this approach is regular reporting of the key elements of the council’s strategic framework and day to day performance. This report, therefore, contains updates comprising:

- the Council Plan 2022-26 and Delivery Plan 2022-24;
- the external key performance indicators for Q4 of 2023/24.
- Key corporate strategies

1.2 The updates reflect the positive outcomes that have been achieved over the fourth quarter of 2023/24. The progress achieved since the last update to Cabinet is shown in the documents appended to this report (Appendices A, B and C).

1.3 The successful delivery of the commitments in the Council Plan 2022-26 is critical to ensuring we remain focused on what is important to Watford and we are recognised as an organisation that delivers on its promises. As such, the council has committed to reporting on progress against our key plans on a quarterly basis. This report forms the eighth of these updates since the approval of the new Council Plan.

1.4 This is also the final report which will track the progress of delivery against the Delivery Plan 2022-24. In line with our strategic framework, the Delivery Plan

2024-26 has been developed to set out activities up until the end of the Council Plan and Mayoral term.

2.0 Recommendations

It is recommended that Overview and Scrutiny note:

2.1 The progress updates within this report relating to:

- the Council Plan 2022-26 and Delivery Plan 2022 -24 (Appendix A)
- the external key performance indicator results for Quarter 4 of 2023/24 (Appendix B)
- the council's key corporate strategies (Appendix C)

3.0 Report pathway

3.1 Next review body: *Not applicable:*

3.1.1 Indicative date: *Not applicable*

3.2 Final review body: *Cabinet*

3.2.1 Indicative date: *3 June 2024*

4.0 Contact Officer:

For further info contact: Liam Hornsby, Associate Director of Customer and Corporate Services,

Email: liam.hornsby@watford.gov.uk

Reviewed and signed off by: Alan Gough, Director of Partnerships and Performance

5.0 Detailed proposal

5.1 The council has an ambitious agenda for Watford and recognises that a focused, and aligned, strategic framework is fundamental to the successful delivery of its plans for the town.

5.2 Following the Mayoral election in May 2022, the council reviewed and refreshed its strategic framework to better reflect these ambitions as well as the Mayor's Manifesto, local intelligence, community feedback and best practice. The renewed framework, comprising the council's key strategies and plans, confirms our focus on what is important to the town and its residents and that resources are allocated to its priority commitments.

5.3 A critical part of the successful delivery of the renewed framework is robust, and regular, monitoring and reporting of the associated plans including:

- the Council Plan 2022-26 and Delivery Plan 2022-24;
- Key performance indicators.
- Key corporate strategies

This report presents a progress update of the plans outlined in 5.3 and in associated Appendices (A, B and C).

5.4 A significant amount of progress has been achieved across all delivery areas. The direction set by the strategic framework has ensured services have clarity on where they need to concentrate, focus their energies and support the council's reputation as a council that gets things done and that delivers on what is important to the town. This is a process that will be continued following the adoption of the new Delivery Plan covering the period 2024-26 which will inform the corporate service planning exercise and performance development reviews for all staff.

5.5 Running throughout the council's progress is the strengthening of our organisational approach, governance and structure. This means the council has the essential building blocks in place to support all of our activities and commitments not just across these plans but also across all of our corporate work and effort. This has particularly focused on:

- making sure we have the right capacity to deliver on our priorities in the context of a challenging financial climate;
- a renewed emphasis on integrating how we work strategically;
- making sure the way we make our decisions is transparent, timely and supported by the relevant information; and
- our organisational culture, underpinned by our values and behaviours, is directed to our 'one team' approach, shared ownership of our corporate priorities and commitment to deliver

5.6 All of our plans and strategies are supported by a suite of key performance indicators, which ensure that, as an organisation, we continue to provide high quality services to our residents, businesses and community.

5.7 The approach taken by the council in relation to the Council Plan and reporting was noted by the recent Local Government Association Peer Challenge as strong, providing a clear link between the Mayoral Manifesto and the Council Plan and ensuring that staff had a clear sense of purpose to deliver for the community.

6.0 Council Plan 2022-26 and Delivery Plan 2022-24

6.1 The new Council Plan 2022-26 was approved by Council in June 2022 as was the associated Delivery Plan 2022-24.

6.2 The Council Plan is designed to be strategic, high level and outward-facing, with an emphasis on outcome focused commitments based around four key themes:

- A greener, brighter future
- An inspiring, thriving and creative town
- A diverse happy and healthy town
- A council working for our community and serving our residents

Each theme has a number of areas of commitment under which specific projects and areas of work have been identified and articulated through the Delivery Plan 2022-24.

6.3 Whilst the Council Plan has a four-year perspective, the Delivery Plan has been developed to focus on key priorities to mid-2024. The 18-month perspective means that the Council can remain flexible and agile to respond to emerging and future challenges and opportunities over the life of the Council Plan. The council has now developed the next iteration of its Delivery Plan to cover the period 2024-2026, up to the next scheduled Mayoral Election and future progress reports will cover reporting against the new Delivery Plan.

6.4 By reporting regularly to Cabinet and Overview and Scrutiny Committee on the progress made by the organisation against the Council Plan and, particularly the Delivery Plan, we can ensure we are continuing to focus our resources on what is important to our town and community. It also provides transparency and clear accountability to our community.

6.5 The full report can be seen an Appendix A but some key highlights, by Council Plan theme, are included below:

A greener brighter future

- The Watford Car Club, which is being delivered in partnership with Enterprise Car Club, has gone live at two sites, with further sites planned to go live in the next few months.
- An additional £386k On-Street Residential Chargepoint scheme (ORCS) funding has been secured for the installation of electric charging points in Watford. The grant will be match funded by our delivery partner.
- The Beryl Bike contract duration was successfully extended, and the scheme was also extended to Hertsmere (Bushey) and Three Rivers

(Croxley), enabling residents to travel sustainably and seamlessly across local authorities.

- Following a successful application to the LGA Annual Conference Innovation Zone, we have been selected to showcase the 'Tales of the River' project in July 2024.
- We have secured a total of £50.8k external funding to support delivery of the Cassiobury Wetlands project.
- £900k of PSDS funding have been secured to improve the energy performance of three community buildings – Palace Theatre, Orbital Community Centre and Harebreaks Community Centre. The necessary work will be undertaken over the next two years and will significantly improve the energy performance of the buildings.

An inspiring, thriving and creative town

- The first Watford Skills and Employment Group meeting was hosted by West Herts College (WHC) in January 2024 and brought together a range of organisations and agencies delivering skills and employment support to Watford businesses and residents.
- All UK Shared Prosperity Fund (UKSPF) Year 2 funding (2023/24) was allocated and the projects are starting to deliver the required outcomes
- The Watford Business Park Gateway, known as 'Inspire', is now complete. The new facility will provide modern and flexible commercial units, a number of which will be fitted out for office accommodation to meet the requirements of potential businesses.
- Business engagement events during this quarter included the Environmental Managers Forum, a Meet the Mayor event with Watford Chamber of Commerce, a business wellbeing event, a Meet-The-Buyer event at Watford Football Club.
- The first Market Lates of 2024 was held on 3 May, coinciding with the spring bank holiday. An acoustic hour with Soroya Ray was held, followed by the main act, Studio 6. The event also featured a book signing by Tom Skinner (The Apprentice), a magician, face painter and street food, craft beer and prosecco bar. The event was considered a success, and the busiest so far with 827 visitors recorded entering by the attendant at the entrance.

A diverse, happy and healthy town

- The improvement works at Meriden Park are now complete. The park now benefits from an improved and extended footpath around the park,

a new height barrier at the entrance of the site, new benches and picnic tables, new trees, wildflowers and bulbs.

- The Hemel Hempstead Crematorium received 'highly commended' by the Civic Trust Award 2024 in March, a great recognition of the design, which has so far allowed over 596 families to say goodbye to their loved ones
- We delivered two 'Museum on Tour' events in April 2024 at the Atria, attracting 400 visitors at the museum stall.
- The new CCTV control room at Charter Place was officially opened in February 2024.
- The Easter 2024 holiday programme was successfully delivered, attracting many of our residents.

A council working for our community and serving our residents

- The new switchboard contract was successfully implemented before April 2024, achieving a seamless transition from the previous provider. We will be enhancing the switchboard provision to incorporate Artificial Intelligence which will enable customers to contact us using other methods, such as Live Chat.
- The Beryl Bike contract extension was agreed and in addition the contract was extended to neighbouring LAs. The new contract will enable residents to continue travelling sustainably across Watford and undertake seamless journeys between neighbouring LAs.
- The new Council Delivery Plan 2024-26 is in progress. We have consulted extensively with officers from across the council, to ensure priorities and resources for the next two areas are defined and agreed.
- The May 2024 elections were successfully held on 2 May, with further changes from the Elections Act 2022 introduced to the process to ensure that we delivered a compliant election.
- In line with the commitment for the health and wellbeing of our staff, we delivered four lunch and learn sessions focussing on physical and mental health, such as stress awareness and brain health. The sessions were delivered by a certified psychologist and wellbeing coach.

7.0 Key Performance Indicators

- 7.1 Our key performance indicators underpin our Council Plan by ensuring that the organisation continues to perform against a range of measures relating to the services we provide to our residents, businesses and community.

7.2 The measures highlighted within this report have supported the delivery of good quality services by highlighting areas of good performance and, more importantly, under performance. This allows the council to ensure that services continue to offer a high-quality service to our residents and businesses, and for action to be taken if areas of concern are identified.

7.3 The attached report (Appendix B), therefore, shows the results for the current set of key performance indicators during the final quarter of the 2023/24 financial year. In summary, out of the 49 indicators, 48 results were received for quarter 4. Of those 48 results, 43 have quarterly targets set. 23 KPIs exceeded targets and 15 were outside of the target. Results for 5 indicators were outside the target but within tolerance. Some key highlights, by Council Plan theme, are included below:

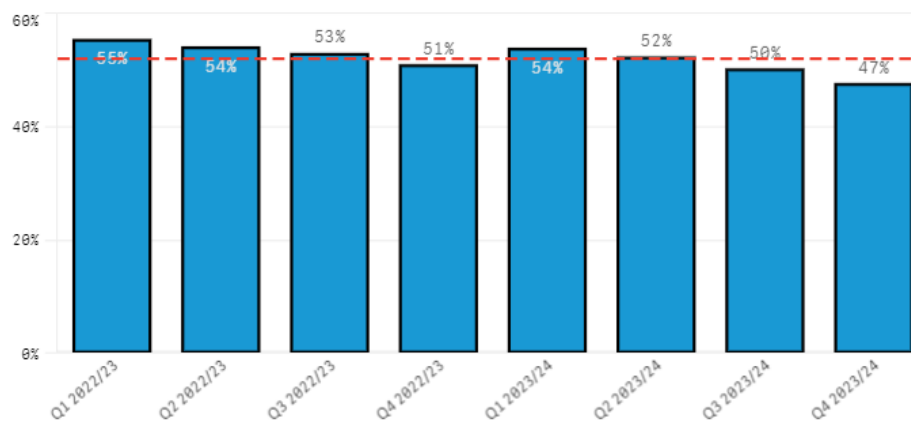
A greener brighter future

- Positive news with regard to levels of flyposting. The flyposting score has significantly fallen from 1.39% this time last year to 0% in Q4 this year.
- The graffiti score has slightly increased from 2.98% this time last year to 3.17% this year, however it remains within target. The land use areas most impacted were Other Highway, Other Retail and Commercial and Main Retail and Commercial. To maintain performance every effort will be made to remove graffiti within these areas.
- Both indicators related to fly-tipping exceeded the targets set.
- Customer service response times for Watford Leisure Centre remained high, with 100% of customer comments responded to within 48 hours.
- There were 24,185 journeys made on Beryl Bikes in Q4, contributing to a total of 117,37 journeys made since April 2023, exceeding the yearly target of 115,000.
- The litter score has decreased from 4.96% this time last year to 4.17% this year, following a reduction in the frequency of high-speed road cleansing from 3 to 1 session per year since April 2023. The above result includes scores for some high-speed road transects. If excluded the overall result would be slightly better at 3.98%.
- The detritus score has decreased from 6.65% this time last year to 5.71% this year, which is an improvement, although still outside the target of 5.48%. The above result includes scores for some high-speed

road transects. If excluded, the overall result would be within target at 4.94%.

- The result for residual household waste was 87.23 kilograms per household, similar to Q4 last year. This is outside the quarterly target of 83.75 kgs per quarter. However taking results of all quarters into account, the yearly total was 340.36 kgs per household, exceeding the target of 335 kgs.
- Waste recycled and composted followed the expected pattern, decreasing from Q1 due to the garden waste tonnages decreasing in volume and weight from Summer to Winter, ending with the Q4 result at 47.46%, outside of the target of 52%. Please note, results are estimated as there has been a delay in receiving the tonnages from HCC for March. Comparing results to Q4 last year tonnages are down across the board, with a significant decrease in green waste tonnages, which could be due to the wet weather experienced between January and March, as it will have prevented residents from cutting their grass and generally tidying up their gardens. When comparing the results to Q3, recycling tonnage is up 54 tonnes, garden waste down by 385 tonnes and food waste up by 24 tonnes which supports the view that the wet weather has significantly impacted the Q4 results. The service will need to review the tonnages and finalise results when the actuals for March are received.

Environment - KPI Waste Recycled and Composted



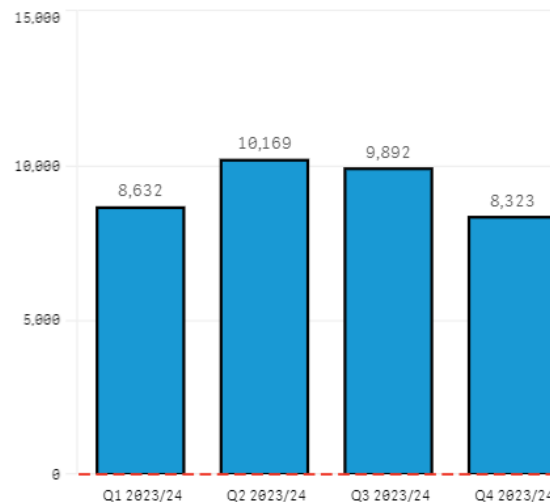
An inspiring, thriving and creative town

- Excellent results recorded for the Planning team in Q4, with all indicators related to planning application processing times exceeding targets. See table below for detail on number of applications and processing time.

	Total number received	Processed within timescale	Required an extension of time	Processed outside of timescale
Major	3	3	1	0
Minor	44	43	8	1
Other	97	95	5	2

- The number of parking penalty charge notices issued in Q4 was 8,323. Hertfordshire County Council took over the management of the bus gate from the 1st of November 2023, which has reduced the number of PCNs issued. There were 3 tribunal appeals in Q4, of which 2 were won by WBC, and 1 was lost. Regarding the appeal lost by WBC, in this instance the PCN was incorrectly issued within a statutory grace period.

Environment - KPI Penalty Charge Notices Issued

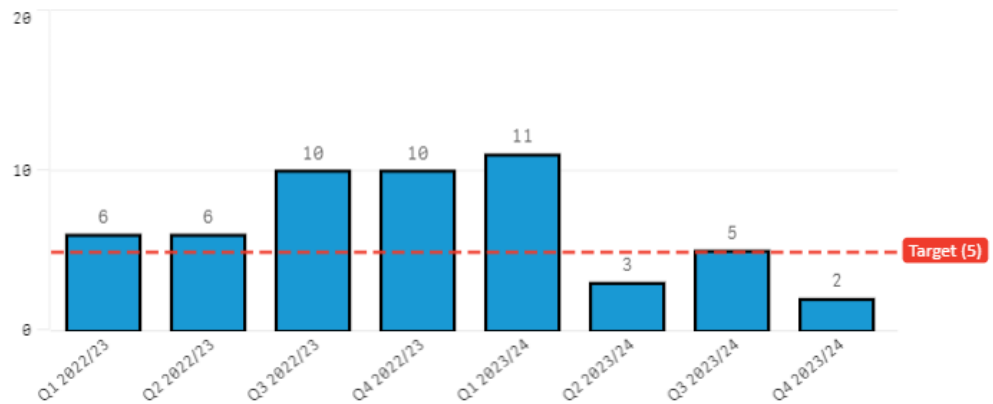


A diverse, happy and healthy town

- The number of verified rough sleepers remains low, with two reported at the end of March, down from five reported at the end of December (target is five or less). The Winter Shelter run at New Hope's The Haven facility from the beginning of December 2023 to the end of March 2024 has been successful in keeping the numbers of rough sleepers in Watford low. There has been a lot of good work undertaken whilst the Winter Shelter was open in terms of moving people from the Shelter into Watford's Single Homeless Pathway and working to resolve the immigration status of four rough sleepers (40% of those worked with) so they could access welfare benefits and accommodation. Non-

engagement with outreach workers is a particular challenge with the remaining 2 rough sleepers.

Housing - KPI Number Of Rough Sleepers



- The numbers of households living in temporary accommodation dropped for the first time since 2022/23, with the Q4 result at 190.
- The number of Homeless households in Temporary Accommodation out of area was 69, an increase on Q3 and significantly over the target of 3 or less. The Housing Service has concentrated efforts on moving families with children out of bed and breakfast hotels as soon as possible and into nightly paid accommodation, which is usually located out of the borough, hence the increase in numbers since the end of December 2023.
- Customer satisfaction with sports and leisure centres remained high with 96% of customers rating the service at 7 or above (out of 10). Contract Managers continue to promote an open-door policy for any queries and have customer forums at least twice a year.
- The percentage of homeless relief cases closed with a successful outcome was 39%, outside of the 60% target. Since November 2023, the Housing Options teams have restructured homelessness caseloads, ensuring cases are appropriately dealt with by either the Families Team or the Singles Team. In this process, a significant backlog of cases was identified, and officer resources consequently focused on bringing older cases up to date and clearing the backlog. In addition, over the last quarter there has been extensive work to ensure the number of families with children in B&B accommodation over six weeks was returned to zero. Although performance on ending relief duty has reduced in the last quarter, the service hope that dealing with the backlog will result in being able to report improved performance during 2024-25. It should also be noted that the supply of settled,

affordable accommodation from housing associations and in the private rented sector continues to be a challenge.

- The percentage of successful homelessness preventions was just outside the 60% target for Q4 at 57%. Restructure of the Housing Team in November 2023 introduced two Triage officers as well as a Housing Outreach and Welfare Advice Officer (HO & WAO). Triage officers are currently producing excellent results in terms of preventing homelessness or sometimes being able to delay the need for temporary accommodation. Both types of action are important in reducing the costs for the council of providing temporary accommodation. The HO & WAO process Discretionary Housing Payments, which also contribute significantly to preventing homelessness. It should be noted that the data recorded under this KPI has so far related to prevention actions achieved by Housing Options Officers (not Triage or the HA/WAO staff) and matches data supplied to DLUHC on a quarterly basis. The service does not currently have a way to capture the homelessness prevention successes of Triage staff or the HO & WAO on our client management system or have them recognised for DLUHC purposes. Work is currently being done to resolve this with our homelessness law advisor and client management system provider to find a way of capture this data. In the meantime, from Q1, 2024-25, prevention successes will be captured both by our client management system and by spreadsheet with all successful preventions shown for the team and should provide a much better picture of the activity here.
- There were 10 new homes for social rent handed over in Q4. By end of March 2024, 37 of the 120 target for social rented homes had been delivered. The target of 120 is to be delivered over 4 years (2022-2026). One site was completed in 2023/24 with social rented homes. The other sites (Thomas Sawyer Way Phase 1 and Northcott) are expected to be delivered in 2024/25.
- Almost all results for Central and Woodside Leisure centre usage improved since the last quarter. Swimming lesson take up at both branches remained similar to last quarter.

A council working for our community and serving our residents

- Looking at customer experience measures, self-service levels were above target at 82%, the highest result achieved this year. The

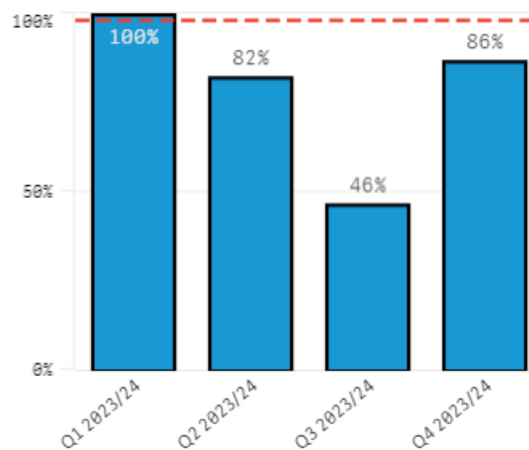
number of telephone calls answered was on target at 95%, despite some resourcing challenges and new Council Tax bills being sent out during this quarter. Telephone waiting time to the CSC was just outside of target at 21% of customers waiting for more than 2 minutes. Quarter 4 is the busiest period for CSC telephone calls. The service were able to draw upon a more flexible resourcing model by utilising members of the wider Customer and Corporate Services team as extra resource on some days to assist with Switchboard calls.

- The FOI response time remained high with 92.5% of FOI requested responded to within 20 days, although outside the target of 100%.
- KPI's related to Customer satisfaction by contact channel are based around the percentage of customers who have given a positive rating of the service received. The contact channels assessed in Q4 were website, telephone and digital. Customer satisfaction with digital channels has remained in line with Q3, and is just outside of target, with 87% of customers giving the service a positive rating. Most customers leave a score only and do not provide comments, most comments relating to Nuisance and Bin not Returned Correctly relate to customers who couldn't find the service they wanted (e.g. no brown bin) and used these forms to report it. Telephone satisfaction has increased slightly to 81%. Website satisfaction has significantly improved with 67% of customers giving the website a positive rating, up from 43% in Q3 and following some intensive work in this area.
- Non-Domestic Rates collection ended the year exceeding the target at 98%. Collection of Council tax was just below target at 95%. Percentage of Housing benefit classified as 'LA error' and reduced steadily throughout the year, finishing within target at 0.31%.
- The result for speed of processing Housing Benefit (HB) Claims remained at 6 days, 1 day within target and the same as Q3. The result for the average time to process a change of circumstances dropped in Q4 to only 2 days. The best result this year, and significantly below the 6-day target.
- Complaints response time showed considerable improvement at 78% of complaints responded to within timescales, compared with Q3 (68%). New functionality in the CRM complaints module was implemented in November that asks officers to add a reason why a complaint has been answered late. Eight complaints were responded to late in Q4 of which six reasons were given. The reasons for the breaches were: Investigation dealt with within deadline but closed in Firmstep after deadline (2), Investigation officer not responded in time

due to workload pressure (2), Extension date agreed with the complainant (1) and Delay establishing responsible service officer to reply to the complaint (1).

- The result for the indicator relating to staff sickness was just within target at 4.63 working days lost per employee (target no more than 5 days lost). Long term absences account for a significant proportion of all days lost (66%). There were seven employees on long term sick leave in Q4, up on four in Q3, and number of instances of short-term sickness was 41.
- The target for pest control is to complete 98% of treatments within 10 working days. The results for this KPI have varied considerably throughout the year, with Q4 reporting 86% of pest control treatments completed within the timescale.

Pest Control response times



8.0 Key Council Strategies

- 8.1 Aligned to the Council Plan are a number of key strategies which guide the organisation's delivery of services in a number of specific areas. These strategies have each been approved individually by Cabinet and, in line with our ambition to strengthen delivery across the council, updates on these strategies are included as part of this quarterly Performance and Progress report.
- 8.2 These are attached at Appendix C and are intended to give an overview of progress over the past period, highlight the key activities for the next period and provide key pieces of information about the particular area of delivery.

9.0 Implications

9.1 Financial

9.1.1 The Council's Medium Term Financial Strategy is aligned with the Council Plan to ensure that the commitments within the Plan are resourced. The Council's budget underpins the Council Plan and Delivery Plan. The importance of the budget is recognised under the theme 'A Council working for our community and serving our residents' with the related commitment being 'Focus and challenge how we manage our budget so it is concentrated on delivering our commitments and securing greater investment for Watford'.

9.1.2 The Chief Finance Officer comments that there are no further financial implications arising from the contents of this report.

9.2 Legal issues (Monitoring Officer)

9.2.1 The Monitoring Officer comments that the Council Plan is one of the policy framework documents listed in the constitution that has to be approved by Council. The plan was approved by Council on 13 June 2022.

10.0 Risks

Nature of risk	Consequence	Suggested control measure	Response (treat, tolerate, terminate, transfer)	Risk rating (combination of severity and likelihood)
Slippage on delivery of the Council Plan	Failure to deliver our commitments resulting in poorer outcomes for our town and residents. Potential impact on the reputation of the Council.	Regular monitoring and reporting to Cabinet and Overview and Scrutiny Robust project and programme management	Treat	3 (severity) x 2 (likelihood) = 6
Failure to recognise milestones /	Lost opportunity to celebrate	Regular monitoring and reporting to	Treat	3 (severity) x 2 (likelihood) = 6

completion of commitments	success internally and externally	Cabinet and Overview and Scrutiny Robust project and programme management Clear communication of milestones / achievements		
Failure to promote and recognise the Council's strategic approach and culture that is focused on delivery and outcomes	Lost opportunity to embed a renewed strategic approach and culture that ensures Watford BC remains a high performing, innovative and agile organisation	Regular, robust and accurate reports for Cabinet and Overview and Scrutiny that is owned across service areas Linking delivery to staff and team objectives	Treat	3 (severity) x 1 (likelihood) = 3
Slippage on delivery of the key strategies	Failure to deliver our commitments to staff potentially resulting in failure to deliver our Council Plan.	Regular monitoring and reporting to Cabinet and Overview and Scrutiny Robust project and programme management.	Treat	3 (severity) x 2 (likelihood) = 6
Failure to scrutinise organisational performance	Potential for performance to slip with consequences for quality of service delivery	Robust scrutiny and challenge	Treat	3 (severity) x 2 (likelihood) = 6

Failure to respond to issues with organisational performance	Potential for issues with performance not to be addressed, and for poor performance to continue	Response to issues identified monitored by Overview and Scrutiny Committee, Leadership Board and Portfolio Holders.	Treat	3 (severity) x 2 (likelihood) = 6
Failure to provide transparency over organisational performance	Lack of understanding and trust related to organisational performance, particularly where performance is below the standard expected.	Ensure KPIs have sufficient commentary explaining the context around the quarterly results. Ensure portfolio holders have regular opportunities to review and discuss organisation performance.	Treat	3 (severity) x 2 (likelihood) = 6

11.0 Equalities

11.1 An Equality Impact Analysis (EIA) was developed for the Council Plan 2022-2026. This is consistently reviewed based on up-to-date information and data the council receives to ensure the council meets its public sector equalities under the s149 (1) of the Equality Act 2010.

12.0 Data Protection Impact Assessment

12.1 Having had regard to the council's obligations under the General Data Protection Regulation (GDPR) 2018, it is considered that officers are not required to undertake a Data Processing Impact Assessment (DPIA) for this report.

13.0 Sustainability

13.1 The council's commitment to sustainability runs through the Council Plan and a range of actions to deliver our climate change commitments are identified within the Delivery Plan. These range from pushing forward with delivering greener ways to travel in Watford to promoting Watford's transition to a low-carbon economy. Indeed, an entire theme is devoted to delivering 'a brighter, greener future' with a whole range of activities planned to meet our sustainability commitments.

14.0 People Implications

14.1 The Council Plan sets the Council's strategic direction, and is, therefore, a key document for staff, enabling them to understand our commitments and priorities and allowing them to contribute fully to our success and achievements. As the overarching plan for the Council, it provides the framework for all our strategies and policies and links, through the Delivery Plan, to service business plans and individual staff objectives and outcomes. The principles demonstrate how we go about our work and are an important guide for staff on the Council's expectations recognising it is not just what we deliver but how we deliver that is a measure of our organisational culture.

15.0 Community Safety/Crime and Disorder

15.1 Section 17 of the Crime and Disorder Act 1998 requires the Council to give due regard to the likely effect of the exercise of its functions on crime and disorder in its area and to do all it reasonably can to prevent these. Our theme: A diverse, happy and healthy town, underpins our commitment to 'promote our welcoming and respectful town' and the associated action to 'ensure everyone feels welcome, included and safe in Watford' and to 'establish our commitment to the wellbeing of women and girls' by working with partners and using our statutory powers.

16.0 Next steps should recommendations be approved

16.1 In order to improve transparency of our corporate performance, a designated web page has been created providing a single location for the Council Plan 2022-26, Delivery Plan 2022-24, the new Delivery Plan 2024-26 (subject to approval) and key strategies to be publicly accessible. Alongside these strategies, the Performance and Progress reports will also be available.

17.0 Appendices

- Appendix A –Delivery Plan 2022-24 progress update
- Appendix B –Key Performance Indicators update Q4 2023-24
- Appendix C1 – Economic Growth Strategy 2022-26
- Appendix C2 – Customer Experience Strategy 2022-26
- Appendix C3 – Sustainability Strategy 2023-30
- Appendix C4 – Transforming Travel in Watford Strategy
- Appendix C5 – Community Engagement and Participation Strategy 2023-26
- Appendix C6 - Cultural Strategy 2018-25

18.0 Background papers

- Watford Borough Council: Council Plan 2022-26
- Watford Borough Council: Delivery Plan 2024-26
- Economic Growth Strategy 2022-26
- Customer Experience Strategy 2022-26
- Sustainability Strategy 2023-30
- Transforming Travel in Watford Strategy
- Community Engagement and Participation Strategy 2023-26
- Cultural Strategy 2018-25