

## Appendix III - Corporate Plan 2013-17 review – January / February 2014

	Description	Progress	Status	Lead	Carry forward to 2014/15
<b>Corporate Priority 1 - Making Watford a better place to live in</b>					
1:1	Updating Watford BC statutory and non statutory services business plans – departmental service business plans	<p>Service plans for 2013/14 were developed to reflect the new structure meaning work was undertaken later than normal during the business planning cycle. A revised template was developed with the aim of:</p> <ul style="list-style-type: none"> <li>• establishing the overall focus and direction for the service</li> <li>• understanding its main challenges and opportunities</li> <li>• identifying areas of work - including delivery of Corporate Plan</li> </ul> <p>Template to be reviewed for 2014/15 + service plan workshops with DMTs for non-shared services - Dec 2013. MD to attend to support discussions / help shape. Leadership Team to consider all service plans in Feb 14 and services to share with relevant portfolio holders for final approval.</p> <p>Shared services plans agreed by JSSC in Nov 13. Consideration of format for 2014/15.</p>	Ongoing	All services	✓
1:2	Delivering new homes – target of 260 new dwellings per annum	<p>There is a time lag between delivery and reporting of new homes so most recent figures are for 2012/13.</p> <p>There were 541 net housing completions during 2012/13 and Watford's 5 year housing land supply is 137.7%, (equating to almost</p>	Ongoing	Regeneration & Development	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
		<p>seven years worth of housing land supply) which is above the National Planning Policy Framework requirement of 105%.</p> <p>There were 184 affordable dwelling completions in total during 2012-13 across five sites, with the mix made up of 122 (66%) social rented dwellings, 31 (17%) affordable rented dwellings and 31 (17%) low cost ownership (shared ownership and intermediate rent). Noticeably, affordable homes average 34% of the 541 total net housing completions for 2012/13.</p>			
1:3	<p>Identifying and managing ways to tackle homelessness and demand for housing and increase supply while improving conditions through the revised Housing Strategy, Homelessness Strategy and Private Sector Renewal Policy</p> <p>Working with partners to develop our strategic response to issues where housing related activity could promote health, wellbeing and economic growth including a review of key policies and strategies to ensure a coherent, integrated approach</p>	<p>Homelessness Strategy published Dec 13 and implementation has commenced. Projects due for completion up until first annual review in Nov 2014.</p> <p>Implications of legal advice on nomination policy and the need for a robust EIA being worked through. Approval date and implementation date being adjusted as many interdependencies. New project plan to be drafted Dec 13</p> <p>Private sector discharge policy on hold pending nomination policy and issues around private sector access. <b>NOTE:</b> Private Sector Renewal Policy to be completed after adoption of Housing Strategy</p>	<p>Homelessness Strategy on track</p> <p>Nomination Policy delayed and new project plan to be drafted</p> <p>Housing Strategy project launched and completion date reprofiled</p>	Community & Customer Services	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
		Housing Strategy workshops held October and November with officers and PPAG/HPAG to launch as a corporate project. Evidence base and topic papers on the main themes are being drafted throughout December and January for next PPAG/HPAG in Feb 14. Approval date adjusted to September 14 in recognition of the scale of the project.			
1:4	Implementing measures to maintain and improve conditions within homes to ensure they are suitable for use and promote the health, safety and welfare of resident through the revised Private Sector Renewal Policy	Private Sector Renewal Policy delayed until Housing Strategy adopted	Project timescale reviewed	Community & Customer Services	✓
1:5	Delivering new schools with Hertfordshire County Council (Ascot Road, Lanchester House and Watford Health Campus)	<p>Engagement established with Hertfordshire CC.</p> <p><b>Orchard Primary</b></p> <ul style="list-style-type: none"> <li>• A public exhibition was held on the 20 and 21 November 2013. A town planning application was submitted in December 2013, with the aim of a decision by 7 March 2014. The ecology survey has highlighted potential reptile life on the ex allotment land and as such any works on this site has to be after April. If reptile life is found then subject to the weather, works cannot start until the reptiles are removed.</li> <li>• An additional single mobile is being planned for September 2014 on the school site, as it is unlikely that the new build will be completed before the new intake.</li> <li>• A detached playing field license has been agreed with WBC for the school to use.</li> </ul>	Progress made with HCC ongoing	MD / Regeneration & Development	✓

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		<ul style="list-style-type: none"> <li>• HCC discussing detailed designs and allotment land with the school</li> </ul> <p><b>Lanchester Building (Free school)</b></p> <ul style="list-style-type: none"> <li>• WBC has registered the planning application for the LB. The free school trust and HCC are currently reviewing the programme and risks associated with the works. WHCFST held a public exhibition on 30th November at West Herts College. The exhibition highlighted concerns from local residents on the potential highway issues. Cllr Watkins and Cllr Derbyshire were both in attendance.</li> <li>• The current programme is very tight and subject to a favourable town planning decision, contractors have indicated possible completion for September 2014. The construction tenders were submitted in December.</li> <li>• The Avenue car park heads of terms have been drafted for WBC comments.</li> </ul> <p><b>Ascot Road (Free school)</b></p> <ul style="list-style-type: none"> <li>• A site pre-handover meeting took place on 14<sup>th</sup> November 2013. HCC were aiming to complete the Development Agreement by the end of the calendar year to enable works to remove the slab and undertake ground surveys in Jan/Feb 2014.</li> <li>• Heads of terms for the sublease between HCC and WHCFST have been agreed.</li> <li>• HCC contractors have indicated that reserve matters submission to WBC is</li> </ul>			

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		<p>scheduled for 6 January 2014. A town planning decision is being programmed for February / March 2014 with building works commencing in April 2014</p> <ul style="list-style-type: none"> <li>• A temporary building will be required as building works on Ascot Road are unlikely to complete before September 2014. HCC are exploring a number of options to accommodate the potential 60 reception age children.</li> </ul> <p><b>Central Primary</b></p> <ul style="list-style-type: none"> <li>• Internal works are programmed for the 1st week of February 2014 in the Newton Price Building.</li> <li>• The school has agreed the design options.</li> <li>• Existing community users of the school have been consulted on the works and the school have agreed to accommodate community usage as far as possible during the works and after.</li> <li>• It is planned that the works will be completed before September 2014.</li> <li>• Proposed works for an extension to the reception area are being designed.</li> </ul>			
1:6	Delivering Local Plan Part 2 – Site Allocations, Development Management Policies, Town Centre Policies	<p>Consultation planned for November 2013 – closed December 2013.</p> <p>Analysis of feedback will be completed in early 2014, with second round of consultation planned from May/June 2014. Adoption planned for end 2014.</p>	On target. Ongoing	Regeneration & Development	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
1:7	<p>Working with partners and stakeholders to implement the Green Spaces Strategy, Allotments Strategy and develop a Sports Facilities Strategy for the town</p> <p>Deliver the £6.5 million HLF funded restoration of Cassiobury Park</p>	<ul style="list-style-type: none"> <li>Green Spaces Strategy - approved November 2013 – for implementation 2014/14</li> <li>Allotment Strategy - approved April 2013. Terms and conditions updated and approved – sent to all allotment holders. Significant engagement on allotment improvement programme</li> <li>Sports Facilities Strategy – carried forward to 2014/15</li> <li>Round One successful, Round 2 in progress –submitted in February 2014</li> </ul>	2 of 3 strategies approved	Corporate Strategy & Client Services	<p>✓ Sports Facilities Strategy</p> <p>✓ Submit Round 2</p>
1:8	Tackling Congestion and improving air quality in the borough with Hertfordshire County Council - Intelligent Transport Systems Strategy, Big Herts Big Ideas, Quality Network Partnership, Watford Community Cycle Hub, Delivery of South West Herts Transport Strategy and Watford's Air Quality Action Plan	<p>Number of initiatives completed or in progress to tackle congestion and improve connectivity within the borough:</p> <ul style="list-style-type: none"> <li>Watford has entered in to a Memorandum of Understanding (MoU) with Hertfordshire County Council, Dacorum Borough Council and the Bus Operators in relation to the establishment of a voluntary Quality Bus Network Partnership for the Watford and Dacorum areas. The key outcome from the MoU is the co-operative working of the public and private sector to develop the bus network as a means of encouraging modal shift away from the private car</li> </ul>	Completion of number of initiatives.	Regeneration & Development	

	Description	Progress	Status	Lead	Carry forward to 2014/15
		<ul style="list-style-type: none"> <li>• Meeting in Feb 2014 with HCC to discuss the new Growth &amp; Transport plan that is currently being prepared for Watford</li> <li>• Range of improvements to cycle routes</li> <li>• Grand Union Canal Towpath Enhancement Partnership Project (Phase 1 and Phase 2) undertaken</li> <li>• New Bus Shelter Installations</li> <li>• Ebury Way signage Improvements</li> <li>• Subways Enhancement Project</li> <li>• A range of traffic orders have been implemented to address local parking issues</li> <li>• Number of consultations undertaken on CPZ including Oxhey Village, Callowland and Zone E (Smith Street area)</li> </ul>			
1:9	Ensuring the quality of the town's leisure and cultural provision and that it is accessible and affordable to support the health and wellbeing of our residents	<p>Continue to work with our outsourced leisure and cultural partners (SLM and HQ Theatres) feeding into the Sports Facility Strategy and Cultural Plan. Satisfaction survey undertaken with SLM members in summer 2013 and Community Survey 2013 will provide overall satisfaction measure for sports and leisure facilities.</p> <p>This area of work involves linking a range of service areas including our partnerships with culture and leisure providers as well as the voluntary sector. It also reflects the work the council is doing around events, sports development and specific projects such as HLF.</p>	ongoing	Corporate Strategy & Client Services	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
1:10	Develop Partnership programme with Watford Community Housing Trust – working with the Housing Trust as a delivery partner	Strategic meeting with WCHT in September.  Exploring joint opportunities for delivery of new homes and improved community facilities e.g. Leavesden Green Community Centre, MUGAs	ongoing	Community & Customer Services	✓
1:11	Strategic planning with the newly elected Police & Crime commissioner (PCC) to maintain the successful partnership approach to community safety in Watford	A representative from the PCC's Office will attend quarterly WRAG to provide two way flow of information. Assistant Chief Executive attended in June & gave a comprehensive update & overview  Continuing to work closely with PCC office, (Community Safety Manager) met with Assistant Chief Executive to discuss Watford grant applications to PCC.  Dates being identified for two visits for t a whole day into the evening to each of the 10 authority areas in Watford  Assistant Chief Executive attends bi-monthly county CSM meetings to inform & update.  Successful strategic planning meeting held in Dec 2013 to identify priorities.	Good relationships built and dialogue on Watford ongoing.	MD/ Community & Customer Services	✓
1:12	To fully implement the Thriving Families project within Watford through implementation and monitoring of a service level agreement	Thriving Families presented their achievement update to Councillors Community Safety Task Group in September & will be attending WRAG in October to update on progress	Improved communication & joined up working to achieve positive results	Community & Customer Services	✓



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		<p>A working protocol has been agreed, with qualifying family criteria adapted and agreed</p> <p>Project now expanding to include other local partners identified to lead on case management of qualifying families they are or could work with</p> <p>New officer post located within WCHT jointly funded by WBC &amp; WCHT to target work specifically with qualifying families to help prevent homelessness due to their ASB.</p>			
1:13	To further embed responses and management of anti-social behaviour (ASB) within the borough in the mainstream work of both ourselves and our partners to achieve an agreed reduction in reported ASB.	<p>Review undertaken in regard of proposed legislation changes.</p> <p>Successfully implemented introduction of Safety Net into ASBAG meetings</p> <p>Ongoing through the work of the ASBAG</p> <p>Reductions exceeded with ongoing monitoring</p> <p>Quarter 3 - reductions continue to exceed targets fewer reports when compared to 1<sup>st</sup> April -30th September the previous year.</p>	<p>Positive results achieved</p> <p>Need to promote success to build feelings of safety (link to Community Safety results - most NB issue for residents)</p>	Community & Customer Services	✓
1:14	To reduce the levels of violent night-time crime and disorder (% to be agreed by Safer Watford partnership) and enhance the reputation of the night-time economy through initiatives implemented by ourselves, the Police, Town Centre Pubwatch and other partners	<p>Agreed a joint Pubwatch, Police and WBC crime reduction plan</p> <p>WBC Licensing Policy reviewed and agreed.</p> <p>Purple Flag accreditation renewed and celebrated. Approach reviewed to ensure good involvement of partners / businesses etc.</p> <p>Visitor standards poster. Best Bar none</p>	<p>Good results achieved</p> <p>Need to promote success to build feelings of safety (link to Community Safety results -</p>	Community & Customer Services	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
		<p>launched - good participation.</p> <p>Serious violent crime down.</p> <p>Town Centre Manager appointed to support the management and promotion of the town centre.</p>	most NB issue for residents)		
1:15	Strategic planning with the new Health & Well Being Board and review the public health delivery function within the council to support delivery of the Hertfordshire Health and Well Being Strategy and deliver improved health outcomes for Watford residents.	<p>Undertaken an audit of public health functions and delivery to inform future strategy development</p> <p>Actively engaging in the Public Health Board and Health and Wellbeing Board</p> <p>Developing understanding, awareness and input into public health functions across the organisation by lunch and learns, ELT sessions, service workshops, Member training</p> <p>Paper on Health for Portfolio holders to support future direction.</p> <p>Strategy for Watford to be developed to address identified as priorities for Watford.</p>	Progress made on developing understanding of this agenda	Community & Customer Services	✓
1:16	Developing Strategic dialogue with Hertfordshire CC (education, youth services, social care, libraries)	Building relationships particularly around education – see below	Progress made on developing understanding of this agenda	Corporate Strategy & Client Services	✓
1:17	Designing out Crime – Working with Police to ensure that new housing schemes over 10 units meet Secured by Design standards/update of Residential Design	Development Management has a regular monthly visit from: <i>Mike Sibley</i> Crime Prevention Design Advisor , Herts Constabulary Crime Prevention Design Service	Ongoing	Regeneration & Development	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
	Guide	<p>when he discusses, with case officers, aspects of designing out crime in relation to particular planning applications. His advice is passed to the applicant and, where appropriate, amendments or additions to submitted schemes are requested (and hopefully received) in order to take on board the advice that Mike Sibley has proffered.</p> <p>The Planning Policy team have been working on a revision of the Residential Design Guide, and this has recently gone out for consultation alongside the draft Local Plan Part Two. Where appropriate, this guidance incorporates advice for designing out crime in new residential developments, and the document also contains a reference to the further guidance available at <a href="http://www.securedbydesign.com">www.securedbydesign.com</a></p>			
1:18	Introducing State of Watford Education Report (biennial) – twice a year working with the County on a review of education performance and achievement in the borough	Initial education meeting held with HCC. Taking forward to 2014/15 with view to an ‘education summit’.	Ongoing	Corporate Strategy & Client Services	✓
1:19	Propose an Elected members’ scrutiny - social care issues impacting Watford services (including 'Thriving Families' project) – remitting this key area to Overview & Scrutiny to examine what’s working and how Watford BC needs to respond to increasing pressures on social care provision	<p>HCC have had a Thriving Families scrutiny in March 2013. Copies have been forwarded to the MD and Mayor. There were no specific recommendations relating to issues affecting Watford residents. The recommendations will be reviewed in March 2014.</p> <p>Thriving Families gave a presentation to the Community Safety Partnership Scrutiny recently relating specifically to Watford and</p>	Considered	Democracy & Governance	✗

	Description	Progress	Status	Lead	Carry forward to 2014/15
		Three Rivers. No actions were recommended by members following this.			
1:20	Implement the Green Deal (see below for details) programme as a member of the Green Deal Together Community Interest Company to deliver energy efficiency solutions to businesses & residents, to reduce ill health due to excess cold and to address fuel poverty.	Formally adopted a share holding in the Green Deal Together (GDT) CIC consortium. Installer Advisor position in place with GDT and Watford Chamber of Commerce. Options paper for future ECO schemes partnering with WCHT and Cozyseal in development to provide no cost solid wall insulation to Watford residents GDT now Green Deal accredited.  Bid submitted through GDT with NEF as project manager for ECO and Green Deal delivery.	Progress made and positive outcomes achieved for identified homes.	Community & Customer Services	✓
1:21	Delivering the Climate Change Action Plan for Watford including determining if committing to the Climate Local is advantageous (this is essentially the new Nottingham Declaration)	Report to Cabinet December 2013. Approved. Watford signed up to Climate Local and on target to achieve a cumulative overall CO2 reduction of 30% by 2014/15.	ongoing	Community & Customer Services	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
<b>Corporate Priority 2 – To provide the strategic lead for Watford’s sustainable economic growth</b>					
2:1	<p>Introducing a State of Watford debate: demography change, employment data, trends &amp; indicators – understand what’s happening in Watford that needs to influence policy decisions</p> <p>Engaging on the vision for Watford 2031 including building understanding of our plans for growth and development and bringing to life our major projects and their impact on the town</p>	<p>Watford 2031 multi media presentation being developed for launch for April 2015.</p> <p>Developing better understanding of messages to link to engagement with residents. Consistent narrative based on sound understanding of Watford’s context.</p> <p>Approach for 2014/15 will be to adapt message so appropriate for given audience – take opportunities as and when they arise to discuss issues – particularly around growth.</p>	Approach revised.	MD / Corporate Strategy & Client Services	✓
2:2	Investment in infrastructure and public realm: Charter Place, Watford Health Campus, top of the town, Croxley Rail Link, Watford Junction, Lower High Street, Ascot Road, Watford Business Park	<p>Major projects being progressed. Significant work being undertaken and effective relationship management supporting delivery.</p> <p><b>Parade / Top of the Town</b> – due for completion in spring 2014. To be supported by an events programme.</p> <p><b>Charter Place / Intu</b> – planning application to determined. Very positive plans for the Centre including town centre cinema and improved retail, restaurant offer.</p> <p><b>New Watford Market</b> – Planning permission granted (Dec 2013) and Town &amp; Country Markets appointed to manage the new Market (Sept 2013). Opening planned for summer 2014.</p>	Significant progress made against a number of major projects.	Regeneration & Development	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
		<p><b>Watford Health Campus</b> – Agreement with Kier secured and Watford Health Campus partnership LLP established. Considerable work undertaken to develop market facing masterplan that will deliver a quality development. Masterplan consultation Jan 2014 for submission to WBC March 2014.</p> <p><b>Croxley Rail Link</b> – work scheduled to start in May 2014. New stations named, planning application submitted.</p> <p><b>Ascot Road</b> – Morrisons store opened on time. Reserved matters application for school received. Discussions ongoing regarding remainder of site.</p> <p><b>Watford Junction</b> - discussions ongoing</p> <p><b>Watford Business Park</b> – car parking re-surfaced (lighting and signing done). Working in partnership with Greenhills on feasibility for regeneration.</p>			
2:3	Reviewing of Town Centre Management including the consideration of Business Improvement District	<p>Town Centre Partnership established. Good representation from business achieved.</p> <p>Town Centre Manager appointed to support this agenda.</p>	Good progress achieved. On target.	Regeneration & Development	✓
2:4	Exploring the introduction of a Watford 'One Stop Shop' for business	Discussions ongoing with Watford and West Herts Chamber of Commerce		Regeneration & Development	✗

	<b>Description</b>	<b>Progress</b>	<b>Status</b>	<b>Lead</b>	<b>Carry forward to 2014/15</b>
2:5	Producing a delivery Plan for the 6 Special Policy Areas including Lower High Street and Watford Business Park.	See 1:6.  Working with the LEP and SEP on growth plan.	Ongoing	Regeneration & Development	✓
2:6	Considering the most effective way of optimising funding opportunities – such as Business Rate Retention, New Homes Bonus, Grant Funding applications	Grant Funding opportunities being explored including HLF for Watford Museum and potential Hertfordshire LEP support for major projects.  New homes bonus received and incorporated into the council's financial planning.	Ongoing	Finance	✓
2.7	Up-dating & Implementing the Economic Strategy and action plan	To be commissioned in 2014/15.	To be progressed.	Regeneration & Development	✓
2.8	Integrating the cultural offer into the town centre and continue to support the economic impact of the town's cultural offer  Working with the cultural leaders forum in providing a framework for the development of a more joined up and sustainable cultural offer which connects more strongly with the whole community  Open up culture across the town from the buildings to the streets, establishing spaces and events where diverse communities can gather, connect and enjoy cultural activities	Successful Imagine Watford 2013 event.  Successful Inland Waterways Festival 2013 at Cassiobury Park  A sub group of the Cultural Leaders has been set up called the EPG [Event Planning Group] – Key Objectives for town centre events have been agreed An events framework has been produced focusing on an event per month in the new town centre parade .This is to be worked up in more detail and presented to the EPG by the end of November	Positive outcomes in terms of events held.  Established approach to developing and implementing strategic direction for cultural offer	Community & Customer Services	✓
2.9	Developing Site allocations Development Plan Document – identifying the best future land use for Watford's key land assets	See 1.6 – incorporated as part of work on Local Plan Part 2.	Initial work completed for finalising in 2014/15.	Regeneration & Development	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
2.10	<p>Managing our property portfolio to stimulate growth, generate returns and meet changing service needs</p> <p>Implementing Asset management strategy and reviewing to ensure we are making the best use of our assets</p>	<p>Approach developed for agreement. Identified need for external support to develop options for property portfolio.</p> <p>Property review being commissioned for reporting in early summer 2014.</p>	Approach established to take this forward.	Regeneration & Development	✓
2:11	Introducing a Developers Forum in order to promote opportunities for sustainable growth in the borough	Event planned for April 2014.	Planning for event in 2014/15 underway	Regeneration & Development	✓
2.12	Leading (with HCC and the LEP) the development of a programme to support businesses through improved regulatory delivery aimed at promoting growth and reducing burdens. This to include development of a business plan with Hertfordshire County Council to offer Primary Authority agreements to businesses within and outside Watford	<p>Presented proposal to CE and Herts Leaders group. Approval to progress given.</p> <p>1<sup>st</sup> steering group meeting held in June and agreed governance Regulator forum feeding into Steering group and reporting to HCOG. Membership on the board includes LEP, FSB and Chamber of commerce.</p> <p>ToR for Regulator Forum and Steering group agreed.</p> <p>Regulator's Charter drafted, consulted on and awaiting submission to CEs and Leaders</p> <p>Priority work areas agreed to be Charter, Training for Regulatory Officers and information on to the Soft Landing Pack for the LEP. BIS event project asked to run a workshop on how to engage partners. N</p>	Good progress and positive relationships established to make approach effective	Community & Customer Services	✓



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<b>Corporate Priority 3 – Promoting an active, cohesive &amp; well informed town</b>					
3.1	Implementing our voluntary sector commissioning framework to ensure our thriving voluntary sector provide valuable services to residents.	This work is now embedded and commissioned services are being effectively monitored to ensure outcomes delivered	Completed	Corporate Strategy & Client Services	✘
3.2	Understanding our Customer profile including Census 2011 analysis	Corporate approach being developed to building better analysis, sharing and use of intelligence.  Individual areas of analysis undertaken including AMR.	Requires agreed approach corporately (PID to LT in early 2014)	Corporate Strategy & Client Services	✓
3.3	Implementing equalities objectives	Ongoing legal requirement. Next date for publication is Jan-15. EIAs developed to support decision-making. Develop link between equalities data and overall corporate intelligence.	Achieved.	Corporate Strategy & Client Services	✓
3.4	Continuing the annual community survey	Community Survey 2013 conducted.  Results to be presented Mar-14.	On target	Corporate Strategy & Client Services	✓
3.5	Revising Communications Strategy  Engagement strategy (to include widening the way we engage, public empowerment and working on a neighbourhood level on areas that people identify as important to them	Review of communications delivery completed. Identified need for revised approach. New section head recruited with responsibility for delivering new communications and engagement strategy. This will involve identifying resource requirements to meet Strategy.	Ongoing	Corporate Strategy & Client Services	✓

	<b>Description</b>	<b>Progress</b>	<b>Status</b>	<b>Lead</b>	<b>Carry forward to 2014/15</b>
3.6	Responding to the Localism Agenda (community right to challenge, neighbourhood planning, resident fora)	Only one request received for asset of community value.  Agenda still being established.		Democracy & Governance	✓
3.7	Individual Electoral Registration	Dry run data matching exercise taken place with DWP. Cabinet Office has given a presentation to Members about IER. Work ongoing to match as much data as possible prior to going live next June.	Ongoing	Democracy and Governance	✓
3.8	Involving local people in improvements to parks and open spaces	Deliver ongoing improvements to parks and open spaces, children's play areas and apply for further Green Flags  Significant achievements in relation to engagement on: <ul style="list-style-type: none"> <li>• Allotment engagement</li> <li>• Self management (Callowland)</li> <li>• Play areas</li> </ul> Area of work to take forward with Veolia Watford.	Ongoing. Oxhey Park Green Flag in 2014 (4 overall for 2014)	Corporate Strategy & Client Services	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
<b>Corporate Priority 4 – Operating the council efficiently &amp; effectively</b>					
4.1	Medium term financial strategy	On target. Finance working with services, LT and members to build robust strategy that establishes a sound financial position for the council in the medium term.  Financial settlement received Dec 2013. Budget approved Jan-14.	On target	Finance	✓
4.2	Organisational development strategy	New competency and performance development review process developed and introduced.  Step programme extended to managers and non-managers.  IIP Bronze achieved.	On target	Human Resources	✓
4.3	Consolidating Shared services	Discussions with TRDC on 'lead authority' model for consideration and agreement in early 2014/15.  Staff briefed and project team identified to take forward.	On target for 2014/15	MD	✓
4.4	Monitoring & evaluation of service delivery	Ongoing monitoring of service plan commitment and performance measures to identify any issues of under performance / slippages in delivery. Approach for 2014/15 to consolidate current commitments in corporate and service plans and to improve performance / secure performance levels.	Ongoing	Corporate Strategy & Client Services	✓

	Description	Progress	Status	Lead	Carry forward to 2014/15
		Key organisational performance measures / indicators for 2014 /15 and Corporate Plan to be supported by detailed monitoring report.  Scrutiny role established for outsourced services. Client management reporting to Outsourced Scrutiny Panel on regular basis.			
4.5	Contract & client management - ensuring we get maximum value and best outcomes from our contracts	Successful workshop to bring together areas / officers with responsibility for contract and client management.  Identified strengths and where we need to improve our approach etc. Aim to establish consistent, effective approach to deliver better outcomes.  Contract Management Forum established.	Established approach and identified areas of focus.	Corporate Strategy & Client Services	✓
4.6	Emergency Planning	Emergency plan + business continuity training being undertaken and plans updated to reflect new structure.	On target.	Democracy & Governance	✗
4.7	Piloting project with Land Registry for the delivery of the Land Charge service	Prototype completed end Nov 2013 and go live programmed for Dec 2013. Will then await ministerial decision in early 2014.	Ongoing	Regeneration & Development	✓
4.8	Improving the efficiency and effectiveness of the parking service	ICT improvements in Parking Shop implemented Dec 2013.	Completed	Regeneration & Development	✗