



Going Beyond Our Delivery Plan for 2024-26

100 THINGS WE WILL DO IN THE NEXT TWO YEARS

May 2024



**WATFORD
BOROUGH
COUNCIL**

Going Beyond

Our Delivery Plan for 2024-26



100 THINGS WE WILL DO IN THE NEXT TWO YEARS

Success for Watford means having the big, bold ideas that set us apart as, but also ensuring we have the skills, the robust plans and the resources in place to turn our ambitions into a reality, and deliver for each and every one of our residents.

We are a council that prides itself on not only working for our community, but alongside them. Our Council Plan 2022-26 sets out how we will achieve our ambitions, breaking them down into overarching themes. It's a holistic plan that aims to serve all our residents, build a greener, brighter future, and create the conditions that will help our inspiring and creative town, and our diverse, talented community, to flourish and thrive for the long term. Are our plans ambitious? Yes, they are. But we're driven by our deep pride in our town and a shared purpose to make Watford a great place to live, visit and invest.

This Delivery Plan 2024-26 explains the focus and priorities that will help bring our Council Plan to life, steering our course over the next two years, and keeping us on track to deliver on our ambitions. Priority actions are clearly set out under each theme. These actions not only support delivery, but are designed to interlink for maximum efficiency for both the immediate future and the bigger picture for Watford.

One Team for Watford

The success of our Delivery Plan relies on working together. At Watford, we look beyond the confines of a traditional council structure, working as one team with our partners to deliver success. The more we achieve together, the more we're inspired to achieve, and we welcome regular checks on how well we're delivering on the goals we have set for ourselves, and our town. We'll report our progress to our Elected Mayor, Cabinet and Overview and Scrutiny Committee on a quarterly basis and publish an annual update for our residents and community, to keep everyone informed and reassure them we're working hard to deliver on our ambitions. This Delivery Plan is an

overview and does not cover every detail of our broad remit as a council, but the same rigour and high standards apply to everything we do, and the many services and projects we deliver across Watford.

Our new People Strategy and comprehensive Financial Plan sit alongside both our Council and Delivery Plans. Our People Strategy demonstrates how we plan to support our staff to reach their full potential and put their skills and talents to work to meet the challenges on the road ahead; whilst our Financial Plan forms the essential link between our budget and our ambitions.

For further information on our plans and strategies for 2024 onwards, go to www.watford.gov.uk/strategies

Theme: A greener, brighter future

COMMITMENT

Encourage people to make greener travel choices, reducing congestion and improving the health and wellbeing of the town.

Our actions	What we'll do
1. Enhance our successful bike-share scheme.	We will work with our partner authorities to extend the scheme beyond the borough boundaries into Three Rivers and Hertsmere and, subject to a business case, will commence work to reprocure the scheme upon the current contract expiry.
2. Investigate Town Centre transport solutions that work for Watford.	We will continue to investigate the potential for a low-carbon transport hub in Watford Town Centre, to encourage more use of public transport, reducing congestion and improving air quality for everyone.
3. Champion sustainable travel initiatives and greener vehicle options.	We will continue our roll out of electric charging points and investigate other initiatives, such as e-scooters and e-cargo bikes, working with partners such as the Cycle Hub to encourage more use of green transport.
4. Continue the roll out of our Watford Car Club.	As usage builds, we will roll out more car club bays and continue to support the operator, to drive up usage and membership.
5. Work with our partners to introduce a green loop around the borough.	We will work with Hertfordshire County Council and our cycling and walking communities to improve the cycling and walking network across our town, so more people choose to cycle and walk.
6. Champion proposals for a sustainable transport option for Watford Junction to Croxley.	We will work closely with Hertfordshire County Council on the Watford to Croxley Link, following the completion of initial feasibility work, to secure the best transport system for our town, offering greater choice for our residents, visitors and commuters to travel sustainably.
7. Work with partners to ensure we have a high-quality bus network that serves our community.	We will continue to actively engage with Hertfordshire County Council to promote the benefits of a strong and well-connected bus network and franchise model that serves our community, including to new developments, such as Riverwell and Watford Business Park.



COMMITMENT

Promote improvements to Watford's biodiversity to enhance the range of habitats, plants and wildlife in the town.

Our actions	What we'll do
8. Set out our commitments to improving Watford's biodiversity.	We will develop our Green Spaces Strategy, promoting and enhancing biodiversity in line with our Environmental Strategy and Green Flag Management Plans.
9. Rediscover the River Colne to enhance the river as a place for our community to enjoy.	We will build on our improvements to date in and around the River Colne, to make it a more appealing place for local people to enjoy and a better environment for plants and wildlife to flourish.
10. Celebrate and enhance Whippendell Woods as a Site of Special Scientific Interest.	We will protect Whippendell Woods, a Site of Special Scientific Interest (SSSI), in order to preserve its 'favourable condition' status by delivering the Forestry Commission Management Plan and relocating the existing cycle trail.
11. Continue to extend our green canopy.	We will work with Hertfordshire County Council to provide a further 6,000 trees to be given away to residents and continue our tree-planting programme, seeking further external funding.
12. Promote healthy and sustainable gardening across the town.	We will continue compost giveaways, using our green waste recycling to bring back the organic material as free, nutrient-rich compost for Watford residents to grow plants and vegetables.





Theme: A greener, brighter future

COMMITMENT

Work alongside our community and businesses to find the right ways to reach net carbon neutral, seeking not just to learn from others, but to explore innovative solutions that will work for Watford.

Our actions

What we'll do

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| <p>13. Implement our Environmental Strategy.</p> | <p>We will work with our community and businesses to implement our Environmental Strategy, which will set out how together we can contribute to our target to be a net carbon neutral borough by 2030.</p> |
| <p>14. Ensure the council's own buildings are as energy efficient as possible within available resources.</p> | <p>We will bid for and utilise any external funding to improve the energy performance of properties within our portfolio.</p> |
| <p>15. Explore opportunities for improving the sustainability of the council's fleet of vehicles.</p> | <p>We will produce our new Fleet Strategy and work with our service providers to ensure that, as our existing fleet is replaced, new vehicles are as sustainable as possible.</p> |
| <p>16. Reduce our impact on the environment by introducing fortnightly recycling.</p> | <p>We will learn from best practice to build on the success of our waste and recycling scheme and, subject to Cabinet approval, will move to fortnightly recycling and implementing food waste to flat collections.</p> |

COMMITMENT

Encourage residents and businesses to recycle more, reusing materials and reducing waste and what they throw away.

Our actions

What we'll do

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| <p>17. Increase how much our residents recycle whether at home, work or school as well as reducing the waste we throw away as a town.</p> | <p>We will do this by implementing new government regulations on 'Simpler Recycling':</p> <ul style="list-style-type: none"> • Rolling our food waste and recycling collections to qualifying schedule 2 premises by March 2025. • Rolling out food waste collections to all residents living in flats by March 2026. • Supporting businesses and partners (including our environmental services provider and leisure services provider) to understand the changes required and to deliver the next step change in reducing waste and increasing recycling, particularly through campaigns and changing behaviours. |
| <p>18. Promote Community Waste Days organised by Members.</p> | <p>We will promote Community Waste Days, funded by our neighbourhood locality funds and organised by local ward councillors, to ensure residents are aware of the opportunities to dispose of waste safely and sustainably.</p> |
| <p>19. Continue to deliver our annual deep clean programme.</p> | <p>We will work with our partners to ensure we complete the annual spring clean of the Town Centre and deliver our annual deep clean programme across the streets of Watford.</p> |
| <p>20. Provide opportunities for residents to reuse and recycle.</p> | <p>We will continue our programme of clothes swap events, providing our residents with an opportunity to reuse pre-loved clothes, reducing their environmental impact.</p> |
| <p>21. Tackle fly-tipping and encourage responsible waste disposal, to reduce the impact on our environment and residents.</p> | <p>We will continue our programme of action, enforcement and education, ensuring that fly-tips are cleared as quickly as possible and that, where possible, perpetrators are dealt with through formal legal action. We will work with businesses to promote responsible waste management and will take action where businesses fail in their duty of care.</p> |
| <p>22. Continue to deliver high-quality waste, recycling and parks services.</p> | <p>We will commence reviewing options for the future delivery of our waste, recycling, parks and streets services to ensure that we are able to continue delivering high-quality and good-value services to our residents.</p> |

Theme: An inspiring, thriving and creative town

COMMITMENT

Position Watford as a town where start-ups and business innovation can thrive, supported by strong local skills, generating a range of job opportunities, including for our young people.

Our actions	What we'll do
23. Deliver our Innovation and Incubation Hub.	Following confirmation of Levelling Up Funding, we will provide a new Innovation and Incubation Hub, which will support start-up businesses, give our key sectors a boost and draw businesses into the borough.
24. Provide opportunities for our local businesses to maximise their economic potential.	We will maintain signposting for businesses and improve information sharing, including continuing to hold our popular business events.
25. Make the most of our UK Shared Prosperity Fund allocation.	We will use our UK Shared Prosperity Fund to create a climate to support our local economy and boost our ambitions for prosperity, jobs and skills, delivering schemes such as Growth Springboard, Small Grants Access, Green Retrofits and the Get Enterprising Programme.
26. Help our communities access opportunities resulting from Watford's economic success.	We will encourage businesses to make the Watford Business Pledge and we will secure opportunities from new developments for local residents and businesses to drive social value.
27. Support our residents to develop their skills for employment.	We will work closely with West Herts College to deliver the Watford Skills and Employment Plan, supporting our local residents and young people, to boost the Watford economy.



COMMITMENT

Tell Watford's story as a great location for businesses, where they can invest, grow and succeed as part of our flourishing business community, and for networks that connect people.

Our actions	What we'll do
28. Promote what makes Watford a great location for business, connecting to building pride in the town and raising our profile as a great place to visit.	We will regularly attend UKReiiF and the Hertfordshire Growth Board and work with partners to market our town through the promotion of our place narrative and brand. We will highlight projects and areas for investment, sharing what is great about Watford, attracting more visitors and supporting our local economy, to put the town on the map as a great place for business.
29. Ensure there is a strong voice for local businesses by fostering effective business networks and forums.	We will continue to hold our popular Watford Business Connect events to engage with Watford businesses and encourage an empowered business community that can be a strong voice for the town, make the most of opportunities and encourage vibrant networks and forums that bring businesses together in a meaningful and effective way.
30. Engage with the wider economic, business and planning partnerships to make sure Watford's interests are represented.	We will work closely with our partners in Hertfordshire LEP, Herts Growth Board, the county-wide Screen Industries Working Group and the South West Herts Joint Strategic Plan to shape and influence wider discussions on our economic role and impact.



Theme: An inspiring, thriving and creative town

COMMITMENT

Create a distinctive and successful neighbourhood at the heart of our town, providing space and time for residents, businesses and the community to enjoy and experience.

Our actions	What we'll do
31. Progress our transformational plans for the Town Hall Quarter.	Subject to Homes England funding, we will explore opportunities to revitalise the north end of Watford High Street for our residents to enjoy, as well as establishing a new area in the town for culture to flourish.
32. Launch a refurbished Colosseum with a new, global operator.	We will complete our refurbishment of Watford Colosseum, so it remains a first-class entertainment venue, with a world-class operator bringing an exciting and diverse range of performances and creative events to boost the town's cultural offer and local economy.
33. Complete the refurbishment of the Town Hall, repurposing its use and opening it up to our community.	We will finish the refurbishment of Watford Town Hall whilst protecting its heritage, providing a new home for our museum, space for the community and a refreshed customer space for those accessing face-to-face council services.
34. Promote the appeal of our Town Centre and all it has to offer.	We will continue to deliver our 'Shop and Eat Local' campaign to attract people to our town centre, supporting our local businesses and their unique appeal.
35. Promote Watford Market and our offer as a market town.	We will ensure that the new market operator will support our local traders by continuing to run our popular 'Market Late' events and showcasing the great range of food and drink stalls in the market.
36. Adopt a strategic approach to our Town Centre to support key parts of the local economy.	Aimed at enhancing the vibrancy of the Town Centre, we will develop a new strategy and associated policies whilst working with Watford BID, Visit Herts and industry leaders, such as Warner Bros and AEG, to support our Town Centre, night-time and visitor economy and positively impact the community and local businesses.
37. Support our community of Town Centre businesses in determining their chosen direction for the future of Watford BID in any new term it secures.	We will work with Watford BID to manage the next ballot, so our businesses continue to have a strong voice in their future.
38. Enhance our district parades.	We will roll out an annual programme of local neighbourhood shopping parade improvements to enhance their appeal, commencing with Whippendell Road, to drive footfall and support local neighbourhoods.

COMMITMENT

Ensure the right mix of facilities, services and transport links, as part of new developments to create successful, well designed new communities.

Our actions	What we'll do
39. Lobby partners to move forward plans for developing the Watford Junction Quarter.	We will continue to work with the Department for Transport, Department for Levelling Up, Housing and Communities, Network Rail, Homes England, Herts Growth Board and other landowners with an ambition to create a new sustainable neighbourhood that successfully combines new homes, new station facilities, jobs, public spaces and community facilities for both our existing and new residents.
40. Continue to deliver the neighbourhood at Riverwell.	We will continue to develop the Riverwell scheme to deliver a high-quality mix of new homes, jobs, open spaces, community facilities and public services, maintaining an income source for the council to support its wider priorities. We will continue to work closely with West Herts Teaching Hospitals NHS Trust to realise South West Hertfordshire's ambition to deliver a new hospital in Watford, in relation to their planning application and health and care integration, to ensure that any new hospital is sustainable for the future.
41. Achieve the right long-term balance of development, services and transport links for our town.	We will continue to deliver our award-winning Local Plan for Watford which will shape how the town will develop sustainably over the next 30 years. We will ensure that our residents understand how our Local Plan is making a difference by producing our Authority Monitoring Report on an annual basis. Towards the end of this Delivery Plan, we will start to review our Local Plan.
42. Signpost our residents to Hertfordshire County Council to address their concerns about potholes on our roads.	We will ensure that we provide clear information to our residents on how to report potholes to Hertfordshire County Council and will provide up-to-date information on their performance in resolving issues on our roads.
43. Ensure that we have an effective planning enforcement and building control service.	We will continue to embed our shared service with St Albans City and District Council to ensure that we have a responsive and proportionate planning enforcement and building control service.
44. Explore opportunities for the delivery of Croxley View 3 and 4.	We will work with Watford Community Housing Trust to explore options for a sustainable housing solution for this location.
45. Embed our Community Asset Strategy.	We will ensure that our recently approved Community Asset Strategy will continue to guide our management of local buildings, ensuring that we have a clear understanding of tenant and council responsibilities.

Theme: An inspiring, thriving and creative town

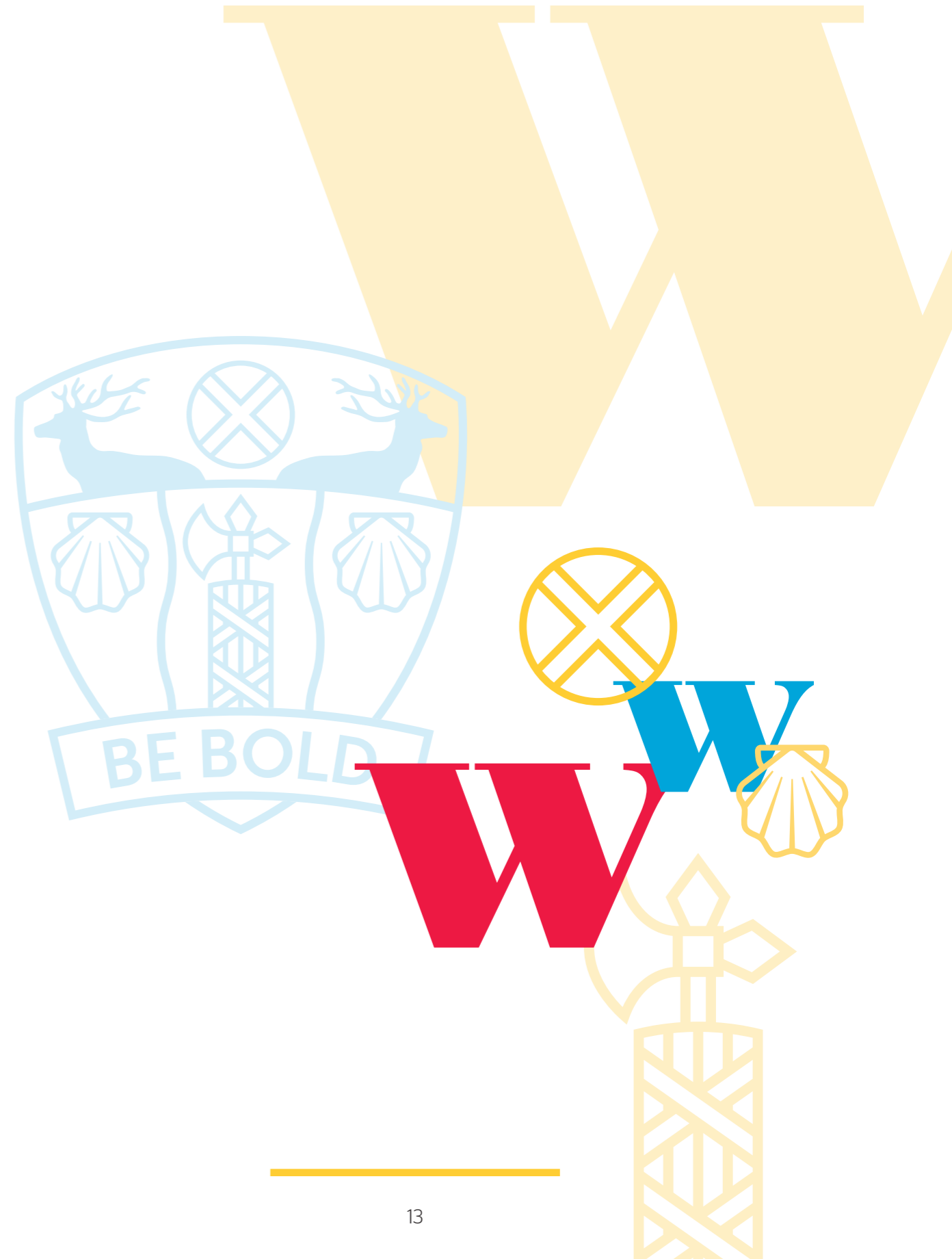
COMMITMENT

Make sure we have quality homes to meet the needs of residents, including housing that is affordable through direct ownership, private rental, affordable and social rent housing.

Our actions

What we'll do

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| <p>46. Deliver a new Housing Strategy for Watford.</p> | <p>We will deliver a Housing Strategy that sets out the strategic direction for housing activity in Watford for the next five years. The delivery of housing growth, bringing inward investment into the borough, ensuring existing homes are of good quality, and preventing homelessness, will all contribute to meeting the housing challenges faced by our residents.</p> |
| <p>47. Review and refresh our Nominations Policy.</p> | <p>We will deliver a new Nominations Policy for Watford to help our residents apply to our housing register, and understand how we manage the register, your choice about where you live, how we assess applications and allocate properties.</p> |
| <p>48. Improve housing provision for those local families who need homes that are affordable.</p> | <p>We will work with partners to deliver high-quality, new homes for social rent, for local families who need them the most, and support the housing needs of the most vulnerable members of our community.</p> |
| <p>49. Develop planning guidance to ensure developers provide new homes that support local needs.</p> | <p>We will develop our Design Code and guidance to inform how new homes and buildings should be designed so they meet the needs of Watford and are built to a high standard.</p> |
| <p>50. Deliver a refreshed Private Sector Renewal Policy.</p> | <p>We will review and refresh our Private Sector Renewal policy to support the improvement of Watford's housing stock, setting out how we can help the private sector improve and maintain housing quality in the town.</p> |
| <p>51. Engage with landlords and tenants.</p> | <p>We will set up and run a new Watford Landlords' Forum to engage with private sector landlords to support their businesses and improve the quality and supply within the town. We will ensure that our landlords are aware of their responsibilities by producing information and education to let responsibly and to give assurance to those renting in the town. We will ensure that private rented tenants and temporary accommodation tenants are provided with information and education about their responsibilities and rights.</p> |



Theme: A diverse, happy and healthy town

COMMITMENT

Continue our investment in our outstanding parks and open spaces so they remain the best in the area.



Our actions

What we'll do

52. Continue our programme of investment and improvements in Watford's parks.

Through the development of our Green Spaces Strategy, we will identify improvements for our parks to ensure that they remain attractive, whilst introducing improvements to paths, our cemetery, waste and recycling provision and installing new water fountains.

53. Enhance our public facilities at Woodside Playing Fields.

We will invest in the facilities at Woodside Playing Fields, providing a new toilet block for visitors and users of the park.

54. Work in partnership with our leisure operator to promote and improve our leisure facilities.

We will deliver energy efficiency improvements to Woodside Leisure Centre and explore opportunities to improve facilities at Central and Woodside Leisure Centres to support our community to be active.



COMMITMENT

Celebrate and promote our town's rich and diverse culture and creativity.

Our actions

What we'll do

55. Open our new and exciting museum in a refurbished Town Hall.

Subject to a successful award of Heritage Lottery Funding, we will open a new, modern, inspiring Heritage and Museum service based in our historic Town Hall, working with Warner Bros and Watford FC to ensure that it engages and educates our residents and visitors by telling the story of our town and its rich and diverse history.

56. Enhance the town's creative and cultural appeal through a new Public Art Strategy.

We will develop a Public Art Strategy for Watford, to explore how art in all its forms, can animate and enhance our public spaces, building on Watford's strong sense of identity and creativity.

57. Commemorate the town's links to our past.

We will introduce a Blue Plaque scheme, which will commemorate links between our historic buildings and famous residents, events or former buildings.

58. Enhance our town's historical features and character.

We will deliver on the key commitments within our Conservation Area Management Plan to enhance and protect the historical features and character of different areas across the town.

59. Support the rich and diverse culture across our town.

We will update our Cultural Strategy to ensure that we continue to support creative and cultural organisations across Watford.



Theme: A diverse, happy and healthy town

COMMITMENT

Promote our welcoming and respectful town.



Our actions

What we'll do

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| 60. Ensure everyone feels welcome, included and safe in Watford. | We will ensure a welcoming and safe environment in Watford by collaborating closely with partners within the Community Safety Partnership. Additionally, we will seek opportunities to secure funding that supports the achievement of the partnership's objectives, focusing on tackling acquisitive crime, promoting community wellbeing, and providing reassurance and information to residents. |
| 61. Continue delivering on our commitment to the wellbeing of women and girls. | Following our successful 'White Ribbon' accreditation, we will continue to tackle violence against women and girls and continue our productive engagement with our One Watford Place Board, which is bringing together all strands of this work across the town. |
| 62. Work to keep our town clean and tidy. | We will deliver our Litter Strategy to ensure we meet our key performance indicators in relation to litter. |
| 63. Develop a range of information and signposting for residents to create a 'Welcome to Watford' resource. | We will develop a digital 'Welcome to Watford' resource for new residents, setting out how they can be fully involved in the life of the town and make the most of Watford and all it has to offer. |



COMMITMENT

Listen to and hear the diverse voices of Watford.

Our actions

What we'll do

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| 64. Work with the voluntary sector in Watford to provide positive outcomes for our residents. | We will continue to monitor our newly approved Voluntary Sector Commissioning Framework and bring community groups together, alongside the implementation of a Community of Practice. |
| 65. Continue to engage with our community so we actively listen to their views and ideas. | We will continue to run our Pensioners' Forum to provide support, guidance and companionship for our older residents, as well as listening to our residents through our newly created People's Panel and exploring options to support veterans across the town. |
| 66. Ensure our community buildings benefit local residents. | We will work with our community tenants to ensure our community buildings are well maintained, and that our buildings maximise the benefits for local people. |
| 67. Deliver our Equality and Diversity Policy so it underpins what we do and how we engage with our community. | We will review our collectively owned delivery plan via a newly established Corporate Equalities Working Group to align planned delivery to available resource. |
| 68. Continue to work with partners to end rough sleeping on the streets of Watford. | We will continue to deliver our Homelessness Strategy for Watford, reviewing this on an annual basis and adapting it regularly to ensure that it remains innovative and effective, supporting our target of minimising rough sleepers on the streets of Watford. |



Theme: A diverse, happy and healthy town

COMMITMENT

Support improved health and wellbeing across the town.



Our actions

What we'll do

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| <p>69. Encourage Watford to develop as an age-friendly town.</p> | <p>We will work towards making Watford an age-friendly town that residents and visitors of all ages can enjoy, ensuring local services are dementia-friendly, accessible to and inclusive of older people with varying needs and capacities.</p> |
| <p>70. Support digital inclusion so residents can effectively engage using new technology.</p> | <p>We will work with our partners, volunteers and community groups to explore the scale of digital isolation in the town and, when necessary, support residents who do not have access to technology, choose not to do so, or do not currently have the skills to use IT, to self-serve so that they have the same opportunities as others in our town.</p> |
| <p>71. Develop services to support our residents' health and wellbeing.</p> | <p>Watford's Healthy Hub will provide a pivotal link to assistance and guidance, including opening up conversations about the menopause, and for those needing help with mental health issues. With partners, we will develop and promote services and deliver initiatives to support and improve our residents' health and wellbeing and reduce inequalities in outcomes.</p> |
| <p>72. Engage with health partners to influence and redesign public health services, putting people at their heart.</p> | <p>We will engage across our health partners to make sure the health and wellbeing needs of Watford are represented in new health structures and commissioning of services.</p> |
| <p>73. Support physical activity.</p> | <p>We will develop an updated Sports and Physical Activity Framework to benefit all residents of the borough whilst promoting the use of leisure centre facilities and schemes.</p> |
| <p>74. Implement the Air Quality Action Plan and monitor air quality across the borough and work with partners to improve air quality across the Town.</p> | <p>We will work with partners to deliver the Air Quality Action Plan 2024, which aims to help improve air quality in Watford. We will monitor and report progress annually to DEFRA. We will work together with HCC and other Hertfordshire District Authorities to create an Air Quality Strategy that enables continual improvements in air quality across the town and County.</p> |
| <p>75. Engage with statutory partners to develop ways of working that enable improved air quality across the town and County,</p> | <p>We will work with regional and local statutory and voluntary agencies to maximise grant income and new property provision to meet the needs of asylum seekers and refugees. This will enable refugees resettled in Watford to integrate swiftly and successfully into our local communities.</p> |



COMMITMENT

Bring together ways to help our residents who might be struggling financially.

Our actions

What we'll do

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| <p>76. Make sure residents are aware of the help we offer to support them to manage their finances.</p> | <p>We will launch and embed our Council Tax Support Scheme so residents know support may be available to help them pay their bills, whilst promoting our discretionary scheme for charities.</p> |
| <p>77. Coordinate access to information for those seeking advice on how to cope with the cost-of-living crisis.</p> | <p>We will work with partners to ensure people can access the advice and information they need when they face financial difficulties, particularly those who are vulnerable or are dealing with debt.</p> |
| <p>78. Welcome the whole town to our big events and provide an appealing and lively programme of holiday activities for young people.</p> | <p>We will deliver our exciting, free programme of Big Events across the town, including our Big Screen, Big Beach and Fireworks, whilst seeking sponsorship opportunities to support bringing our community together. We will also continue to offer our young people exciting things to do during the Easter and summer holidays.</p> |
| <p>79. Improve private sector housing across the town, focusing on how it can contribute to both environmental and community benefits.</p> | <p>We will take advantage of the Energy Company Obligation government grants for sustainability and respond to any grant bid applications to lever in external funding to improve Watford's housing stock. We will ensure that we have an accessible service to enable residents to apply for the funding and support them with the application process. We will support HCC and our residents in development and delivery of schemes that promote and improve Healthy Homes, in particular supporting the development and delivery of an Integrated Care Partnership-wide toolkit to tackle the impacts of damp and mould.</p> |
| <p>80. Support our community through a programme of grant schemes.</p> | <p>We will continue to deliver a diverse range of grants for local groups and communities, including the Mayor's Grants, Community Lottery and Neighbourhood Locality Funds so that the council can make the biggest impact in the communities we serve.</p> |



Theme: A council working for our community and serving our residents

COMMITMENT

Make sure we deliver an outstanding customer experience and the high-quality services our community expects.

Our actions

What we'll do

- 81.** Provide an excellent customer experience for everyone who engages with the council.

We will deliver our Customer Experience Strategy to transform how we engage with our customers by introducing AI and Live Chat solutions, enhancing our customer experience. We will respond to the recommendations of our Peer Challenge by working with partners to ensure that our services remain accessible to all.
- 82.** Champion a greener and more sustainable council that strives to reduce our carbon footprint.

We will embed our ambition to be net carbon neutral by 2030 by continuing to deliver our Environmental Strategy so that it is intrinsic to everything and ensures we reduce our carbon footprint in line with our green goals.
- 83.** Explore opportunities to share services with other councils where it delivers best value and better customer outcomes.

We will work with other authorities to develop and implement business cases that explore opportunities to share more services where this will deliver improvements for our customers.
- 84.** Make sure the council continues to hold successful and well run elections.

We will support and prepare for the local and national elections over the next two years, ensuring that our elections continue to be effectively managed, the changes introduced by the Elections Act 2022 are embedded and voters are well informed on elections and how to exercise their right to vote.
- 85.** Ensure compliance with our parking restrictions across the borough by effectively managing our parking enforcement contractors.

We will continue to work with our parking enforcement contractors to ensure that motorists park responsibly across the borough and will initiate pre-procurement activity for the new parking enforcement contract when the current contract ends in 2027.



COMMITMENT

Pioneer new ways of working that challenge us to innovate, transform and consistently improve.

Our actions

What we'll do

- 86.** Investigate further opportunities for IT and using technology to improve efficiency across the organisation.

We will deliver our ICT strategy to drive forward how we use ICT and digital technology to deliver our ambitions, seeking opportunities to innovate to meet the needs of the council and our community. This will include the use of technology, such as AI, which will be supported by a new AI Usage Policy.
- 87.** Deliver a step change in how we use our data and information, so it strengthens our drive for constant improvement and assesses the value for money of our services, allowing us to effectively manage our budget.

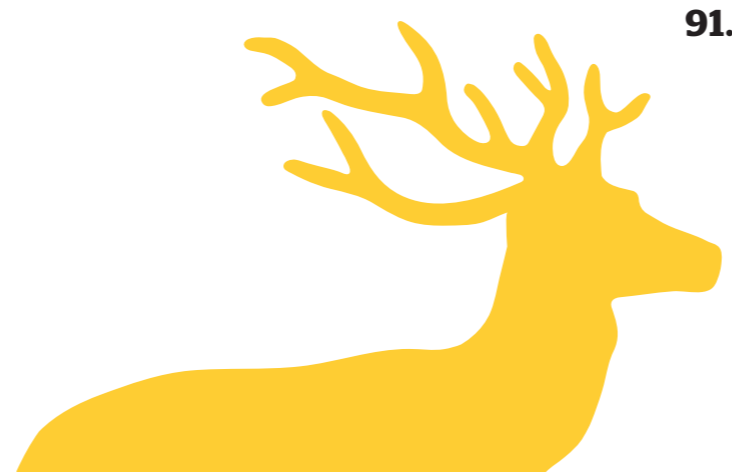
We will continue to deliver our Information and Insight Strategy, transforming how we use our data and information to challenge our decisions, enhance performance and support excellent customer experience, using our information to monitor service delivery and to drive action if something needs improving.
- 88.** Complete the Housing Transformation.

We will complete the transformation of our housing service with a focus on early intervention to reduce temporary accommodation expenditure for the council and achieve better outcomes for clients.
- 89.** Strengthen our approach to contract management to ensure we are making the most of our contracts and that they are delivering for us and the town.

We will continue to strengthen our approach to contract management by regularly updating our contract register, implementing our Contract Management Framework and ensuring that we leverage social value delivery where possible, particularly from our major contracts, such as the Colosseum Operator.
- 90.** Implement changes introduced by the Procurement Act 2024.

We will ensure that the changes introduced by the Procurement Act 2024 are embedded within our ways of working through an update to our Procurement Strategy.
- 91.** Deliver a programme of service redesigns to improve how we work and deliver value for money services.

We will commence and deliver our Redesign Sprints to respond to the financial pressures, whilst ensuring that we are informed by data and intelligence, to provide value-for-money services.



Theme: A council working for our community and serving our residents

COMMITMENT

Focus and challenge how we manage our budget, so it is concentrated on delivering our commitments and securing greater investment for Watford.



Our actions	What we'll do
92. Ensure our investment portfolio is effectively led so that risk is appropriately managed whilst delivering maximum value to the council.	We will ensure that we are actively managing our investment portfolio to protect our income, manage risk and maximise total value over the longer term (capital and revenue), so that we can continue to provide high-quality services to our residents and businesses.
93. Manage and direct the council finances effectively, acting upon our peer challenge recommendations.	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 from available resources, enabling us to keep council tax increases below inflation.
94. Work to identify opportunities that align with our ambition.	We will develop a Commercial and Collaboration Strategy to ensure that we are ready to seize commercial opportunities when they become available, including in relation to shared services.
95. Manage our ambitious Capital Programme so that it supports our aspirations.	In line with our Peer Challenge recommendations, we will ensure that the Capital Programme supports the delivery of the Council Plan, is realistic and affordable, unlocks invest-to-save opportunities and growth within Watford.

COMMITMENT

Lead by example, securing our reputation as a forward-thinking, caring and inspiring organisation where colleagues can thrive and achieve their best for our residents and businesses.

Our actions	What we'll do
96. Secure robust succession planning, making sure we value and manage our talent to recruit and retain the best for Watford.	We will open opportunities for our staff to grow and develop, building their skills and knowledge to achieve and pro-actively encouraging creativity. Where we do recruit, we will appoint the best, ensuring we recruit people with the right experience and behaviours to be part of 'Team Watford'.
97. Embed our values so they inspire our teams to achieve even more and underpin how we work.	We will continue on our journey to ensure our values underpin everything we do, working with the Member Development Group to ensure that these are embedded by members and officers alike. Internally, this will be supported by the roll out of our new behavioural framework, in line with our refreshed Performance Development Review process.
98. Refresh our Organisational Development approach so that it effectively underpins and supports our Council Plan.	We will develop and deliver a new four-year People Strategy to ensure we develop, motivate and inspire our colleagues so they are supported and empowered to do their best for our residents and businesses.
99. Seek and implement opportunities for our people to have fulfilling local government careers.	We will continue to support apprenticeship opportunities for our teams, providing them with experience, skills and knowledge from across the council.
100. Protect the physical and mental health and wellbeing of our staff and members.	We will ensure that we protect the physical and mental health and wellbeing of our colleagues and members by developing their resilience and providing opportunities for genuine two-way engagement. We will work with our Member Development Group to support the safety and security of our elected members.





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