

## Appendix B: Progress to Target on Delivery Plan 2023-25

### Leading by Example

Target	Action	Delivery Date	Progress - end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
To meet the Council Plan's Greener, Brighter Future commitments by 2026	Implement sustainability decision making approach across the council	Spring 2024	Report to CMB April 24		Watford Decision making wheel agreed for use in CMB papers in 6 month pilot and as part of options appraisal	
Environmental strategy targets and associated actions embedded in all council strategies and plans as they are developed or reviewed, or by 2030 at the latest.	For strategies to be updated by 2025, review Environmental Strategy Implications	Summer 2023 and ongoing	Strategies reviewed		Use of Wheel will highlight implications for sustainability as BAU Ongoing review of strategies	No further action required
Councillors and all staff trained on the strategy and its impacts, climate change and the ecological emergency by 2024, and ongoing annual or biennial thereafter	Created / adapt e-learning training courses	Spring 2024	e-learning for climate change module live, and mandatory. 4 Carbon Literacy trainings run.		e-learning for environmental strategy to be developed. Ongoing carbon literacy training to be run. 1-2 hour short course to be made available to Councillors	Optional training only for Councillors.

Target	Action	Delivery Date	Progress - end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Ensure that the Council is a leader in coordinating with stakeholders across the borough to address the climate and ecological emergencies	Host a cross borough stakeholder symposium	By Autumn 2023, and at least annually.	Delayed		Event planned for October 2024	Delay in opening of initial host venue. Smaller event planned for 2024, with intention to grow more organically.
Ensure the Council lobbies regionally and nationally to improve ability of Watford, and the UK to meet their environmental targets	Proactive lobbying on environmental impacts affecting Watford and the climate emergency	On going	Through work with HCCSP		Ongoing Work with new MP and Government to influence outcomes for Watford	
Annual reporting of key targets from 2024	Implement monitoring and reporting practice	Spring 2024	In progress		Annual report due to be published early October 2024	
Regular review of the procurement strategy 2022-26.	Annual review of sustainability targets in strategy	Spring each year	No Action		To be reviewed May 2024	Consider further how to ensure climate change is effectively considered throughout the procurement process.
Ensure ESCG remains a key consideration in where we invest.	When tendering for Money Market Fund providers consider ESC as a key part of the tender evaluation.	Part of ongoing review. (Already part of Croxley Park Investment)	ESG policy adopted.		No action	
	When Council's banking provider is next tendered, include ESG as a key part of the tender evaluation.	Spring 2024	Bank contract reviewed as part of framework.		No Action	There is limited competition in the LA banking market.

Target	Action	Delivery Date	Progress - end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Property investments (excluding FRI leases extending beyond 2030) to have EPC rating of B or higher by 2030;	Property Asset review to determine baseline, actions and any other appropriate indications for good environmental investments	Spring 2025			Action for 2024/25.	Community asset review underway. Plan for Croxley Business Park developed.
ESG / Environmental impacts to be a key consideration in all new JV and own projects by 2025	Develop policy and guidance on requirements, this will include EPC, BREEAM and / or other certification standards.	Spring 2024	No Action		To review with Property team	Revised delivery date to be agreed.

## People Power:

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments/ Mitigation required/ further review
10% of Watford Households signed up to Count Us In or equivalent by 2025; 25% by 2027; 50% by 2030	Develop portal to engage with community. This addresses all targets within People Power.	Summer 2024	Delayed due to not being successful in funding bid		Brief to be prepared for an alternative approach. On successful tender process, to move this forward on a smaller scale.	Not successful with funding bid. Discussions with providers for alternative solutions. Brief for formal tender to be produced to take this forward, which was not anticipated.

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments/ Mitigation required/ further review
	Develop a strategic approach to engagement across the targets and borough.	Summer 2024	See above		See above, and workout with comms team what they can support.	See above
Engage with 50% of fuel poor households on how they can reduce their energy costs by 2025; 75% by 2027 and 90% by 2030	engage	Spring 2025	Ongoing – regular engagement in 23/24 through general council comms routes, and specifically targeted		Continued promotion of ways to reduce energy costs. Continued grants available from the Council for specific demographics.	Risk identified as fuel poverty increasing due to factors outside the Councils control. Resource and grant assistance available through the Council or Government policies not sufficient to meet need. Further Government grants required.
50% SME and large businesses sign up to sustainable business charter by Mar 2025 and 75% by 2027	Develop sustainable business charter	Summer 2023	Draft for inclusion in Business Pledge Mar 24		Launch of business pledge, which includes sustainability in July 2024.	Decision to include the sustainability charter within the overall Watford Business Pledge, therefore timescale to fit with this. Action now complete
	Promote uptake of charter or equivalent	Ongoing	Preview to EMN Feb 24		Sust team to work with ED to support their Delivery Plan for the sustainability aspects of the business pledge.	

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments/ Mitigation required/ further review
25% micro businesses sign up to sustainable business pledge by Mar 2025 and 50% by 2027	Develop simplified charter for micro businesses	Autumn 2023	See Above		See Above	
	Work with partners to promote and encourage uptake	Autumn 2023	See Above		See Above	The promotion of these will form part of the ED delivery plan for the Business Pledge, which the Sustainability team will support as required. There will not be specific actions for each, but the targets will be measured.
Increase uptake of local climate initiatives by 10% year on year from 2024 to 2030	Support GBGW in 2023 and 2024	June 2023; June 2024	GBGW June 2023 – ran 3 events, had stalls at a further 2, supported others of our partner orgs.		GBGW 2024 – family friendly film, film and panel event, clothes swap. Also stall at Green Festival and an internal event.	
	Develop sustainability comms plan	Summer 2023	Outline ideas developed.		Plan to be developed in conjunction with comms team and when engagement provider agreed.	Funding bid (see above) not successful. Reduced comms resources to support this. Want to ensure different strands are coordinated.

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Increase by at least 10% year on year opportunities for people to be engaged with educational or voluntary activities in this area	As above		See above		See above. Also will baseline activities to create a meaningful metric	GBGW promotes more activities. River Colne Project also has volunteer opportunities and has been successful in that in 23/24. Cassiobury Wetlands will create more volunteer opportunities.
Develop a skills and employment plan, with green skills and jobs as a key strand by 2024, implementing the targets and actions thereafter.	Work with local partners to develop green skills and jobs plan.	Spring 2024	Skills and Employment Plan complete.		The plan will be overseen by West Herts College and be accountable to One Watford for Business.	

## Achieving Net Zero

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
To achieve NET zero by 2030 for the Council emissions it is proposed to have a stepped increase in emissions reduction - 22% reduction in CO2e emissions and 6% offsetting by 2025; 40% reduction, 11% offsetting by 2027	See actions below which relate to this.	22% by 2025	6.1% by Mar 24		Review where greatest uses are and work with service leads to create meaningful approaches. Note ongoing community asset review will support this for buildings.	

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Council business travel to transition to net zero by 2030, with the following interim reductions: 2025 - 50% reduction; 2027 - 75% reduction	Development of council business travel plan	Spring 2024	Initial engagement with HR		Work with HR to set timeframe and agree what will be included	Business travel is a low proportion of our emissions so limited resources were deployed elsewhere.
Staff travel and home working to transition to net zero by 2030, with the following interim reductions: 2025- 25% reduction; 2027 - 50% reduction; 2029 - 75% reduction	Staff travel and home working survey	Summer 2023	Survey completed in Autumn 23		Instigate regular staff travel surveys.	Staff travel survey was incorporated into general staff survey so was dependent on timing of that.
	Staff travel and home working plan	Winter 2023/24	No Progress		Plan to be developed. Revised deadline to be proposed.	Resource availability meant delay in developing this. Update delivery date proposed for March 2025.
Council services transport fleet to transition to net zero by 2030, with the following interim reductions: 2025- 25% reduction; 2027 - 50% reduction; 2029 - 75% reduction	Produce fleet policy and strategy	Summer 2024	Small number of EV's purchased as part of Veolia fleet		Production of fleet strategy and policy. Electrification feasibility study of depot and waste fleet.	
Council buildings net zero by 2030 – i.e. scope 1 and 2 for our buildings	Implement initial actions in APSE carbon reduction report.	Spring 2025	15.5% reduction since 2019 of scope 1 and 2 emissions			See progress to date in emissions report

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
	Community asset review and action plan	Summer 2024	In progress		Completion of asset review and development of sustainability assets strategy for community assets	Formulating a sustainable asset strategy for the entire community asset portfolio, which will enable us to determine how to prioritise investment in building stock to improve carbon performance Secured Public Sector Decarbonisation Funding to improve the energy efficiency of three buildings within the community asset portfolio, to be delivered with match funding from the Council
To achieve net zero by 2030 for the Borough emissions	See actions below which relate to this.		Reduction of 12.7%			A 40% reduction in traffic emissions, remaining at 2020 levels. Our per capita emissions have also reduced by about 15%, and are 25% less than Herts average and 30% less than England average.
Modal shift away from private cars - Public transport shift from 11.5% to 15%; cycle modal shift from 2.5% to 7% and walking modal shift from 28% to 34% by 2030	Implement TTiW strategy		On going – expansion of Beryl bikes to adjoining boroughs and launch of car club		On going Develop business case for future bike share scheme	Overview and Scrutiny Task and Finish group on e-scooters.



Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Encouraging and facilitate developers to build all new buildings to net zero standards by 2030	Develop design codes and guidance on sustainable design and construction.	Spring 2025	No Progress		Completion moved to next delivery plan. Initial development to begin in 2024/25.	Fit in as part of the Local Plan review, which is unlikely to be complete before October 2026
Encourage and facilitate existing building owners to review their buildings for energy efficiency improvements, and implemented where practical by 2030	Lobby government on grants and apply for funding to support this.	Ongoing	Supported in a number of applications / grant support		Ongoing Were appropriate work with county and regional parties and bids.	
Facilitate the means for all fuel poor dwellings to have an EPC rating of C or higher by 2030 where practical	Develop housing retrofit improvement strategy.	Spring 2025	Grant support for households.		New strategy for development after stock survey completed.	Housing strategy may be delayed to the next delivery plan timeframe.
	Continue to work with partners to ensure residents have access to grant funding.	Ongoing.	Grant support for households.		Continue partnership with Better Buildings Better Health and maintain available grant funding.	

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Facilitate rented properties to have an EPC rating of C or higher by 2030 where practicable					See mitigation	Potential policy update to grant assistance via PSR policy update. Around 70% of social properties have EPC C (with WCHT at 87%) Around 43% of private rented properties have EPC C Around 37% of owner occupied properties have EPC C"
Encourage all dwellings to have an EPC rating of C or higher by 2030	Develop housing improvement strategy and action plan	Spring 2025	EPC average increased in Watford from 59 to 67 (69 threshold for C)		Part of retrofit strategy, see above.	

## Nature and ecological restoration

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
30% by area of our green spaces managed to support nature by 2030; 20% by 2025	Develop and begin implementing Biodiversity Strategy	Summer 2024	Studies completed on opportunity to rewild our parks, and		Delivery of Greenspaces strategy and action plan for implementation. Engage with HCC on LNRS	

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
			cost implications established. BNG opportunities explored			
	Continue programme of investment and improvement in Watford parks	Ongoing	Meriden park completed		Ongoing.	
30% by area of our corporate estate green spaces managed to support nature by 2030; 10% by 2025			No progress			Work with relevant teams to develop approach and agree timescales.
Council to ensure separate water monitoring for council activities by 2025	Implement water monitoring programme	Spring 2024	Basic monitoring completed		Review with facilities how this can be done	Part of a wider review on monitoring and managing of utilities across the council.
Council to achieve water usage of 12 l/employee/day by 2030 for office based activities. An interim target for 2027 will be set in 2025	Develop water management strategy	Spring 2025	Initial consumption figures - these result in a high figure		Water management strategy to be developed and see above. Investigate actions required to reduce our water usage.	
Ensure sports facilities, trees and amenity planting are primarily irrigated by rainwater where practicable by 2030	Develop water management strategy with Veolia	Spring 2024	Plans developed for Woodside sportsground rainwater harvesting		Liaise with Veolia and develop options for rainwater harvesting and irrigation	Plans paused in 23/24 due to budget constraints

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
			and irrigation.			
For the council to meet the International Dark-Sky Associations ‘Five Principles for Responsible Outdoor Lighting’ across all council-operated properties by 2025 (Five Principles for Responsible Outdoor Lighting - International Dark-Sky Association (darksky.org))	Implement Dark Sky external lighting protocol	Autumn 2023	All FMs at council operated properties informed of policy		Policy and implementation to be reviewed to determine effectiveness.	
Biodiversity net gain of 10% or greater for all new development, with any offsetting occurring within the borough or adjoining boroughs/districts by 2030	SPD on Biodiversity Net Gain	Summer 2024	Not completed		No action required	SPD was abandoned as it is not be required due to national legislation/guidance
Minimum canopy target 25% by 2030; interim target of 20% by 2027	Work with our community to plant 20,000 trees across the borough	2026	23,000 trees given away and planted		Review canopy cover data as part of ongoing monitoring of targets.	Canopy cover currently 22.9%

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Work with partners to facilitate Rivers Colne and Gade in the borough meeting the Water Framework Directive (WFD) good standard for biodiversity and at least moderate for chemical water quality by 2030	River Colne Project		Works delivered at timberlake allotments, and Knutsford creating Berms and reconnecting a back water. Further permits being applied for additional works. Monitoring and surveys		Further on site improvements subject to EA approval. Continual funding bids and monitoring	Progress heavily impeded due to delays in the EA license approval for works.
	Cassiobury Wetland Project		Completed		Adoption of management plan and official opening (scheduled for June 24)	Heavy rain fall has impeded planning of official opening and allowing the public in.
Maintain or improve access to private outdoor amenity space (e.g. gardens, balconies you can go out on, private communal spaces)	Develop design codes and guidance on sustainable design and construction.		No action		No action	Will include in review of Local Plan in next delivery plan cycle. Local Plan already requires amenity space for all new homes
Maintain or improve the green space per capita and distance from green space and improve where practical	Develop and implement Green Infrastructure Strategy	Summer 2024 and ongoing	Commissioned		Delivery of Greenspaces strategy and action plan for implementation.	

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
Support residents to achieve an annual average residential use of 110 l/p/d by 2030; interim targets of 145 l/p/d by 2025 and 130 l/p/d by 2027	Work with partners to support residents reducing water usage.	Ongoing	Water saving campaign delivered with affinity water		Continued PR Engage with water company on water data and means of tackling usage.	Water consumption data currently not Watford specific.
All Watford to meet national Air Quality Objectives and Air Quality Standards Regulations	Review and update our Air Quality Action Plan	Spring 2025	on track, currently achieved.		New regulations to require AQ strategy, working with HCC in delivering this.	
60% of waste food collected to be recycled 2030; with interim targets of 50% by 2027	Work with partners to reduce food waste.	Ongoing	Optional food waste in flats rolled out. Worth saving campaign. Waste composition analysis carried out		Preparation for roll out to all flats by 2026 in line with simpler recycling	
	Work to ensure food waste is collected separately for recycling		As above		As above	
Improve the ability of those in the borough to grow food, year on year.	Working with partners provide information, support and opportunity for food growing.	Ongoing	Allotment tenancy occupation has increased, promotion		Prepare to renew allotment strategy.	

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Comments / Mitigation required / further review
			through allotment forum			
	Review opportunity for Incredible Edible type project in borough	Summer 2024	No action		Work with Green Spaces team and appropriate community groups to determine if there is potential in Watford	
All WBC café/ concession operators to have in place an approach to include plant based options and provide information on the carbon implications of food choices on the menu by 2030, or as soon as the contract is up for renewal (whichever is sooner); This to be a requirement for all new operators by 2023	Ensure appropriate clauses are put in tender and contracts for WBC café / concessions	Autumn 2023	Tender for the hub completed, plant based options included Draft text written for inclusion where appropriate		Liaise over carbon implications with tenants	

## Responsible Resource Use

Target	Action	Delivery Date	Progress – end 23/23	RAG	2024/25 Actions	Mitigation required / further review
Council-generated waste reduced to as near zero as practicable by 2030	Monitor waste generated by council	Summer 2023	First waste monitoring completed Nov 23		Ongoing waste monitoring. Look at how can improve monitoring approach and work with facilities.	

Target	Action	Delivery Date	Progress – end 23/23	RAG	2024/25 Actions	Mitigation required / further review
	Initiate waste reduction strategies and initiatives to engage with staff, such as cloths swaps	Summer 2023 and ongoing	Clothes swap in Oct 23, work with Waste Aware. Visit to AD plant		Clothes swap in GBGW Promote waste aware initiatives such as sustainable nappies, periods, continence with staff.	
Ensure the Council is recycling 60% of its own waste by 2025 and 70% by 2028	Monitoring of waste and recycling.	Summer 2023	As above		Improve collection data on recycling	
	Staff awareness initiatives.	Ongoing	Labels by bins		Look at staff awareness raising initiatives.	
Borough is recycling 60% of its residential waste by 2030; with an interim target of 54% by 2027	Work with WasteAware to encourage recycling	Ongoing	Built road map for Simpler Recycling roll out. Promotion of waste aware		Prepare for Simpler Recycling roll out, DRS and EPR. Promotion of waste aware. Refresh comms through fortnightly recycling project	
Residential borough waste reduced by 50% by 2030, based on 2019/20.	Action plan to encourage alternative approaches to waste, e.g. through charity shop trail, repair fairs / shop, resilience hub	Spring 2025	No action – but discussions on Library of things		Develop plan	This area will be looked at and reviewed in 24/25



Target	Action	Delivery Date	Progress – end 23/23	RAG	2024/25 Actions	Mitigation required / further review
Businesses to reduce their waste by 50% by 2030, based on 2019/20	Work with partners to support businesses reduce their waste and increase their recycling rates		Built road map for Simpler Recycling roll out. Promotion of waste aware		Work with ED to provide advice to business on implications of simpler recycling.	

## Adapting to Change

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Mitigation required / further review
Corporate and service risk registers explicitly address climate change, and report on climate incidents by 2024	Provide training to senior officers.	Autumn 2023	Training link circulated Autumn 2023		Risk workshop held to expand on training in April 24	
	Implement Local Partnerships toolkit	Winter 2023	No Progress		Deadline to be reviewed. Approach to including risk to be determined in May, then will be incorporated across the Council	Resource capacity across the Council meant this was delayed to 24/25
All our operations and services ready for future climates (based on most up to date climate projections for the UK) by 2030	Actively engage with external partners such as Water company, Environment Agency etc on climate risks, mitigation and adaptation	Ongoing	As part of specific projects			Review this in light of action above.

Target	Action	Delivery Date	Progress – end 23/24	RAG	2024/25 Actions	Mitigation required / further review
Ensure that the Council has addressed the Government's 8 priority risk areas by 2025	Review risk areas, identify actions and incorporate into service plans	Spring 2025	No Action		See above	
Ensure that information and education is available about climate change, risk and adaptations for local people and groups by 2024, and regular (at least annual) updates are sent thereafter	Develop information pack on climate risk and adaptation for local people and groups.	Spring 2024	No action		Agree new deadline, once internal approach agreed.	Delayed while addressing internal approach
Facilitate the Borough to be ready for future climates by 2030						
Encourage and facilitate all housing providers and developers to provide a climate change risk register, guidance by 2025, with actions to mitigate and actions for adaptation by 2030	Develop guidance for housing providers and developers	Spring 2024	No action		As above and engage with Housing and Well being teams	As above