

## PART A

**Report to:** Cabinet  
**Date of meeting:** 5 March 2018  
**Report of:** Managing Director  
**Title:** Review of Corporate Plan 2020: revised for 2018/19

### 1.0 **Summary**

- 1.1 The council's Corporate Plan sets out the direction for the council and how it will achieve its ambitions, vision and priorities. From the Corporate Plan we develop our service plans, work programmes for our section and teams and individual staff objectives (as currently identified within PDRs).
- 1.2 Underpinning the Corporate Plan are a number of areas, all of which are considered in the shaping of the council's programme of work. These comprise:
- The Elected Mayor's manifesto and ambitions
  - Our vision, priorities, values and supporting themes
  - What we know about our borough and feedback from our residents
  - For this year, feedback from our recent Corporate Peer Challenge
  - A review of last's years Plan
  - Our challenges and opportunities
  - The council's budget
- 1.3 This year's plan represents continuity from previous years and is particularly informed by our Watford 2020 transformation programme. Whilst we have taken forward areas of work from last year's Plan, a number of new areas have been identified for delivery by 2020 when we would expect to undertake a fundamental review of our corporate planning framework (i.e. our vision, priorities and ambitions).
- 1.4 The draft Corporate Plan is attached at Appendix A and is presented for consideration and approval.

## 2.0 Risks

### 2.1

Nature of Risk	Consequence	Suggested Control Measures	Response (Treat, tolerate, terminate, transfer)	Risk Rating (the combination of severity and likelihood)
<p>The council's corporate plan and its Medium Term Financial Strategy (MTFS) fail to work together to achieve outcomes identified within the plan. Failure to link the two effectively might result in insufficient financial resourcing for areas of work identified or failure to meet financial targets.</p>	<p>Insufficient financial resourcing for areas of work identified or failure to meet financial targets.</p>	<p>Clear direction in place from Mayor and Cabinet on future priorities.</p> <p>Robust discussions and challenge on both the MTFS and Corporate Plan.</p>	<p>Treat</p>	<p>4</p>
<p>Failure of the organisation taking ownership of corporate planning framework</p>	<p>Poor commitment to delivery and targets not achieved. Potential for slippage.</p>	<p>Robust project and programme management and strong governance of projects and programmes.</p>	<p>Treat</p>	<p>4</p>

		<p>Clear service plans and objective setting for teams and individual staff.</p> <p>Communication with staff through internal communication channels.</p> <p>'At a glance' Corporate Plan developed so work to be delivered is clear.</p> <p>Regular monitoring through Leadership Team and Portfolio Holders.</p>		
<p>Failure to understand the inter-dependencies between projects and highlighting where resources from other parts of the organisation</p>	<p>Area of work / project / programme not delivered on time.</p> <p>Potential impact on costs due to delays</p>	<p>Robust project and programme management and strong governance of projects and programmes.</p>	<p>Treat</p>	<p>4</p>

are required to successfully deliver an area of work / project / programme				
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### 3.0 **RECOMMENDATIONS**

- 3.1 To note the revised draft Corporate Plan 2020 and propose any amendments and recommend it to Council (Appendix A).
- 3.2 To note that the work programme within the plan will underpin service plans and staff’s individual work programmes as set out in their annual performance development reviews.
- 3.3 To note the work programme set out in the plan will be monitored through the year.

**Contact Officer:**

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**Report approved by:**

Manny Lewis, Managing Director

## 4.0 **Detailed Proposal**

As part of its business planning cycle, the council undertakes an annual review of its corporate planning framework (its vision, priorities and values) and its Corporate Plan. Through this process the organisation reviews and agrees what is important for the town and the council over the medium term and where it should focus resources to deliver good quality services to our community and real improvements to the borough.

The Corporate Plan is, therefore, the council's key planning document, which underpins its programme of work and by which it can measure its achievements. From the Plan the council develops its service plans which, in turn, inform the work programme of each team within the council and the individual objectives of each member of staff, identified through our annual performance development review (PDR) process.

### 4.1 **Corporate Plan 2020 – reviewed for 2018/19**

4.1.1 The council reviewed its vision, priorities and values in 2016 in order to provide the organisation with the direction and corporate framework needed to 2020. Whilst these remain the key building blocks for our corporate planning and priority setting, the organisation does undertake an annual review of the Corporate Plan to ensure it continues to reflect:

- The Elected Mayor's manifesto and ambitions
- Our vision, priorities, values and supporting themes
- What we know about our borough and feedback from our residents
- For this year, feedback from our recent Corporate Peer Challenge
- A review of last's years Plan - what has been achieved (and can, therefore, be removed from the corporate work programme), work that is still in progress and needs to be carried forward (with appropriate updates to reflect the milestones achieved during the past 12 months) and new areas of work, based on the emerging challenges and opportunities for the council to include in the revised corporate work programme
- Our challenges and opportunities
- The council's budget

4.1.2 Over the last year, the council has successfully taken forward its Watford 2020 transformation programme. Highlights of this include the delivery of the three key supporting strategies: ICT, People and Commercial and the completion of the organisation-wide Service Innovations which, by working with staff from across service areas has helped identify where the council can do things more efficiently and effectively. This work will continue in 2018/19 and is expected to continue to deliver the level of transformation and innovation the organisation requires to meet its 2020 challenges and opportunities.

4.1.3 The borough's housing challenges are also highlighted in the Corporate Plan

and remain a central focus for the council as we seek to find effective solutions to meeting the government target for new homes and securing a range of housing solutions, including affordable housing, for our residents and communities.

## **4.2 Delivery and monitoring**

4.2.1 To support the delivery of the Corporate Plan, the council has established a range of governance and reporting fora. Major projects are reported to Programme Management Board (PMB) and Watford 2020 related projects to the Watford 2020 Programme Board. Digital related initiatives are reported to the Digital Watford Board and the Finance Review Board provides additional scrutiny and strategic direction for the council's finances.

From 2018/19, those projects and areas of work not identified as either PMB or Watford 2020 projects, will be monitored through quarterly updates to a panel chaired by the Deputy Managing Director and supported by the Head of Corporate Strategy and Communications. This is to ensure the rigour applied to making sure of the successful delivery of these projects areas is consistent with that of our major and Watford 2020 projects.

## **5.0 Implications**

### **5.1 Financial**

5.1.1 The importance of securing the council's financial future is a priority within the Corporate Plan and work to achieve this is outlined under this priority, including the embedding and delivery of the council's agreed Commercial Strategy. The council's Medium Term Financial Strategy, supports the synergy between its financial and corporate planning and identifies how the council will make sure it links its financial decisions to the delivery of the Corporate Plan.

### **5.2 Legal Issues (Monitoring Officer)**

5.2.1 The Head of Democracy and Governance comments that the Corporate Plan is one of the policy framework documents listed in the constitution that has to be approved by Council. The current plan will be presented to Council in March.

### **5.3 Equalities**

5.3.1 The Corporate Plan is informed by the Watford context, including an understanding of the demographic make-up of the borough's community and feedback from local people on the issues that are important to them. An overall equality impact analysis has been undertaken on the Corporate Plan (Appendix B) and impact analyses will be undertaken on specific projects/programmes where relevant.

5.4

### **Staffing**

5.4.1

The Corporate Plan is a key document for staff and provides an important part of the council's performance framework. An 'at a glance guide' to the delivery element of the Plan was produced last year and this was well received by staff as it made very clear what the council was committed to delivering and by when. This will be continued for 2018/19.

Individual staff objectives are set from service plans, which are informed by the Corporate Plan. In this way, staff can see the link between their own work and the wider corporate work programme.

## **Appendices**

Appendix A – Draft Corporate Plan 2020

Appendix B – Equality Impact Analysis