

PART A

Report to:	Cabinet
Date of meeting:	11 February 2019
Report of:	Managing Director
Title:	Corporate Plan 2019/2020 including revised corporate priorities

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 areas of work identified in the Corporate Plan, the organisation develops its service plans, work programmes for service teams and individual staff objectives (as currently identified within PDRs).
- 1.2 The council's current vision and priorities were approved in 2016. Three years on, and with the election of a new Mayor, it is timely to have tested both the vision and priorities. This is to ensure they still reflect the council's purpose and direction and provide a clear statement about the organisation's ambitions and aspirations. The priorities, in particular, should demonstrate what is important to the town, and the organisation, and clearly show what needs to be achieved over the medium term. This review has resulted in a revised set of corporate priorities for 2019/20 (see 4.3.1)
- 1.3 The council's corporate work programme as set out in the Corporate Plan is underpinned by a number of considerations. These comprise:
- The Elected Mayor's manifesto and ambitions
 - The council's vision, priorities, values and supporting themes
 - The town and the council's challenges and opportunities
 - The council's budget and Medium Term Financial Strategy

For 2019/20, a number of new areas for inclusion in the corporate work programme have been identified and are reflected in the draft Corporate Plan 2019/20 – attached at Appendix 1.

2.0 Risks

2.1

Nature of risk	Consequence	Suggested Control Measures	Response (treat, tolerate, terminate or transfer)	Risk Rating (combination of severity and likelihood)
Failure to agree the Corporate Plan	Lack of clear direction for the organisation and staff and failure to set clear expectations for delivery	Clear timetable and sign off processes	Treat	4 (severity) x 1 (likelihood) = 4
Failure to identify key areas of work in Corporate Plan	As above. Resources not allocated / risk to delivery Ongoing review of plan through the year	Sufficient discussions and opportunities for feedback	Treat	3 (severity) x 1 (likelihood) = 3
Failure to link the Corporate Plan and the council's Medium Term Financial Strategy effectively.	Might result in insufficient financial resourcing for areas of work identified or failure to meet financial targets	Early engagement and discussions so the linkages are established and agreed	Treat	3 (severity) x 1 (likelihood) = 3
Failure to identify dependencies effectively	Risk to delivery / slippage	Sufficient discussions and opportunities for feedback	Treat	3 (severity) x 2 (likelihood) = 6
Slippage and failure to deliver commitments in the Corporate Plan without robust project and programme management.	Risk to delivery	robust project and programme management Ongoing monitoring	Treat	3 (severity) x 2 (likelihood) = 6

3.0 **Recommendations**

Cabinet is asked to:

- 3.1 To note and approve the proposals for new Watford Borough Council priorities for 2019/20 and going forward – see 4.3.1
- 3.2 To note the revised draft Corporate Plan 2019/20 (Appendix 1) and propose any amendments.
- 3.3 To note that an Equality Impact Analysis has been developed to support the Corporate Plan (Appendix 2).
- 3.4 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.
- 3.5 To recommend the draft Corporate Plan 2019/20 (subject to any amendments) to Council

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Report approved by:

Manny Lewis, Managing Director

4.0 Detailed Proposal

4.1 As part of its business planning cycle, the council undertakes an annual review of its corporate planning framework (its vision, priorities and values) and the 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.

4.2 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 process.

4.3 Corporate Plan – reviewed for 2019/20

4.3.1 Vision, values and priorities

A revised council vision, priorities and values were agreed in 2016. Each year, as part of the annual review of the Corporate Plan, the council tests this vision and the priorities and values to ensure they still effectively reflect its ambitions and future direction.

For 2019/20, the review concluded that, whilst the vision and values (see below) remain relevant to the council's current agenda, the five priorities were less reflective of the council's ambitions and the areas of delivery it has identified as critical for success.

The table below outlines proposed changes to the priorities:

	Current	Proposal
Vision	<i>To create a bold and progressive future for Watford</i>	No change
Values	<i>Bold</i> <i>Progressive</i>	No change
Priorities	<ol style="list-style-type: none"><i>1. Identify ways to manage the borough's housing needs</i><i>2. Champion smart growth and economic prosperity</i><i>3. Provide for our vulnerable and disadvantaged communities</i><i>4. Deliver a digital Watford to empower our community</i><i>5. Secure our own financial future</i>	<ol style="list-style-type: none">1. Manage the borough's housing needs2. Enable a thriving local economy3. Enable a sustainable town and council4. Celebrate and support our communities

4.3.2 **Changes to the priorities**

Priorities 1 and 2 remain focused on housing and the local economy respectively but have been refined to more clearly reflect the ambitions they are delivering.

A new priority 3 has been developed, with both an external and internal focus. It sets out the Elected Mayor's ambitions relating to sustainability including areas such as transport and the need to ensure that the borough's new homes are matched by the infrastructure that contribute to making somewhere a successful places to live. The priority also incorporates the work we are doing to secure the council's future, which goes beyond sound and well-managed finances, includes our Watford 2020 programme and the importance of a motivated, well skilled workforce.

Priority 4 has expanded on the previous priority relating to our community by broadening the council's commitment to encompass all our communities. Whilst this may well still retain a focus on those identified as vulnerable or disadvantaged, it does allow for the council to celebrate and support all of our residents who add so much to the vibrancy and success of our town.

4.4 **Corporate work programme**

4.4.1 The draft corporate work programme is included within the plan and has been developed to reflect the proposed new priorities and through consideration of:

- what has been achieved over the last year / what will be achieved by 31 March 2019 (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)
- new areas of work, based on the emerging challenges and opportunities

4.4.2 Each service area is responsible for ensuring its service plan incorporates the areas of work within the Corporate Plan where they are identified as the lead service area. They are then accountable for delivery and for meeting any performance measures associated with their work areas.

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 the 'enable a sustainable town and council' priority, including the council's drive to develop a more commercial approach and to maximise returns on its property investments. The council has developed a Medium Term Financial Strategy, which 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 2) and impact analyses will be undertaken on specific projects/programmes where relevant.

5.4 **Staffing**

- 5.5.1 The Corporate Plan is a key document for staff and provides an important part of the council's performance framework that supports services to develop their own delivery plans, which in turn inform individual staff objectives and outcomes. The corporate values, which form part of the corporate planning framework, provide staff with clear expectations on the way we work and the behaviours we expect. A communications campaign will be undertaken with staff to highlight the new corporate priorities and the plan itself.

5.5 **Community Safety/Crime and Disorder**

- 5.5.1 Section 17 of the Crime and Disorder Act 1998 requires the council to give due regard to the likely effect of the exercise of its functions on crime and disorder in its area and to do all it reasonably can to prevent these. Priority 4: Celebrate and support our communities underpins the work the council does in partnership to ensure the town is safe for residents, businesses and visitors. Within the corporate work programme a project has been identified with particular regard to the town centre.

5.6 **Sustainability**

- 5.6.1 A new priority – priority 3: Enable a sustainable town and council – has been proposed for the council to reflect the commitment to delivering a suite of projects relating to this area both externally and internally.

6.0 **Appendices**

Appendix 1: Draft Corporate Plan 2019/20

Appendix 2: Corporate Plan 2019/20 – Equality Impact Analysis

7.0 **Background papers**

Watford Borough Council: [Corporate Plan 2018/20](#)

Watford Borough Council: [Budget papers / financial planning 2019/20 – 2021/22](#)