

## **CABINET PROPOSAL**

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### **CORPORATE PLAN 2015-2017**

#### **Reason for this Report**

1. To enable Members to consider and approve the Council's Corporate Plan for 2015-17 and recommend it to Council for approval.

#### **Background**

2. The Corporate Plan forms part of the strategic policy framework set out within the Council's Constitution and is considered annually by the Council. The document outlines the Authority's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, setting out how the Council plans to achieve its priorities for improvement. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.
3. The Council has to develop the Corporate Plan for 2015-2017 in the context of severe financial pressure, which has required budget savings of some £41.1m to be identified for 2015/16. This follows the identification of £130 million in savings over the past 5 years, with an estimated £120 million funding gap to be addressed between 2016/17 and 2018/19.
4. In October 2014, Cabinet considered the report entitled, "Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning". The report outlined the Council's approach to strengthening corporate and partnership planning in order to deliver the organisation's vision and address key organisational issues including those identified in the Wales Audit Office Corporate Assessment. The Corporate Plan has been developed in this context.

#### **Issues**

##### **Delivering the Council Vision**

5. The Cabinet has established a new vision for Cardiff to be "Europe's most liveable capital city." This vision will be achieved by delivering seven outcomes which have been jointly agreed by public service and

third sector partners in the city. These outcomes are included in Cardiff's Single Integrated Plan – "What Matters":

- People in Cardiff are safe & feel safe
  - Cardiff has a thriving & prosperous economy
  - People in Cardiff achieve their full potential
  - Cardiff is a great place to live, work & play
  - People in Cardiff have a clean, attractive & sustainable environment
  - People in Cardiff are healthy
  - Cardiff is a fair, just & inclusive society
6. The Corporate Plan captures the Council's contribution to delivering Cardiff's seven outcomes, setting out the organisation's priorities and what will be done to deliver against these priorities. It should be noted that other city partners have an important contribution to make, and whilst the Council works with many of them on a range of issues, the Corporate Plan focuses on the Council's contribution to the city.

### **A New Approach**

7. In a departure from previous Corporate Plans, which were structured around individual Cabinet portfolios, the Corporate Plan 2015-17 is structured around the following four priorities:
- Education & skills for people of all ages
  - Supporting people in vulnerable situations
  - Sustainable economic development as the engine for growth & jobs
  - Working with people & partners to design, deliver & improve services
8. This approach has been adopted to more strongly emphasise the Council's priorities and make clear that in the current financial climate, it is necessary to secure a strong focus on a small number of priorities where significant change is required. This approach is consistent with the approach undertaken by other UK Core Cities.
9. The Council remains committed to all its statutory obligations but the blunt reality is that the organisation can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities. Three tightly focused priorities have therefore been maintained and a fourth priority introduced which recognises the need to change the way services are delivered. For each priority, a limited number of high-level improvement objectives have been established and for each improvement objective a number of commitments and performance indicators have been identified to measure progress. The priorities of the Corporate Plan are all consistent with the organisation's co-operative values.
10. The "business as usual" and more service focused change will be included in Directorate Delivery Plans prepared by individual directors. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further

integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan.

11. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Performance and Development Reviews (PPDRs). In this way, the Council will maintain an overview and manage the key organisational functions of:
  - identification and delivery of priorities;
  - service and financial planning;
  - timely performance management integrating financial and service performance; and
  - objective setting for and performance of individual members of staff.

### **Responding to Corporate Challenges**

12. The Wales Audit Office (WAO) published its latest Corporate Assessment of the City of Cardiff Council in September 2014, seeking to answer the question: 'Is the Council capable of delivering its priorities and improved outcomes for citizens?'
13. In reviewing the Corporate Plan 2014-17, the Auditor General for Wales found that it lacked "sufficiently clear measures of success". The Corporate Assessment also noted that "variation in the way in which directorates describe outcomes, confused use of terminology and lack of clarity about the improvement sought ...mean that the Plan does not provide a clear reference point from which performance can be evaluated in the future."
14. The WAO Corporate Assessment did comment on the strengths of the Corporate Plan 2014-17 and that "the Council produced a more concise document with the aim of establishing a clearer focus on priorities". To address the issues raised by the Corporate Assessment, meet the requirements of emerging legislation (such as the Future Generations Bill) and address other historic issues raised by the WAO, the Council has:
  - **Set out the Council's Contribution to the City wide outcomes** captured in the 'What Matters' Single Integrated Plan.
  - **Established clear priorities** as well as a reduced number of improvement objectives to deliver the priorities.
  - **Set out clear terminology** for how the plan will be structured.

- **Agreed future targets with clear measures of success.** Following of a formal target setting session involving all Cabinet Members and the Senior Management Team the Plan now includes a basket of performance measures with clear targets. These consist of a mixture of (statutory) National Strategic Indicators and Public Accountability Measures as well as “Local” indicators selected for their particularly relevance. The Corporate Plan Appendix also includes details on past performance, the Council’s relative position (where available) and targets for future years.
- **Included appropriate benchmarking data where available.** The Cabinet and the Policy Review and Performance Scrutiny Committee have the shared aspiration to benchmark Cardiff’s performance within the Corporate Plan. Whilst, benchmarking information is included where available, it is not always possible to compare “like with like”. That said comparisons with other UK Core Cities and Welsh Local Authority areas are included where possible.

## Stakeholder Engagement

15. Consistent with the Administration’s Co-operative Council values, the Corporate Plan has been developed in the context of extensive partner and stakeholder engagement, which is outlined below:
- **Early Engagement with Policy Review and Performance (PRAP) Scrutiny Committee:** The PRAP Scrutiny Committee received an opportunity to understand the approach undertaken to the development of the Corporate Plan and comment on the developments to the proposed format and structure (December 2014).
  - **Engagement with Wales Audit Office:** In January 2015, a draft of the Corporate Plan was shared with the WAO for feedback on the format and structure to ensure the Council was responding positively to previous criticisms. The draft structure and terminology used in the Plan were revised following engagement with the WAO.
  - **Consideration by Challenge Forum:** In January 2015, members of the Challenge Forum, including external peer challenge advisers, were invited to consider a draft version of the Corporate Plan to provide comments on structure, style and content. In summary, their comments were positive and:
    - endorsed the style and structure;
    - commended the clarity of vision;
    - noted that clear lines of accountability had been maintained;
    - recognised the distinction made between “city performance” and “organisational performance”;
    - appreciated that the Plan served a number of technical stakeholders; and
    - supported the production of a “shorter, community facing” version of the Plan.

- **All Member Engagement Session:** All Councillors were invited to a Member engagement workshop that was held on 22 January 2015, which provided an opportunity for them to learn more about the development of the new Corporate Plan prior to formal consideration by all Scrutiny Committees. Councillors were provided with a summary of the priorities, improvement objectives and key commitments. Infographics outlining the rationale for the priorities and objectives were also provided. The workshop was also attended by Cabinet Members and Directors.
- **Consideration by all Scrutiny Committees:** A draft version of the Corporate Plan 2015-2017 was provided to each of the Council's five Scrutiny Committees for consideration alongside the draft budget proposals for 2015/16 between the 3<sup>rd</sup> and 9<sup>th</sup> February 2015.
- **Cardiff Debate** initial findings that were published in November 2014 were considered, as well as the **Budget Consultation 2015/16 Report**.

### **Publication and Communication**

16. The Corporate Plan 2015-2017 and relevant supporting documents will be published on the Council's website. To ensure the Plan and, more specifically, the Council's priorities and objectives are communicated effectively, a suite of stakeholder appropriate documents will be produced. These will include a shortened "Community Facing" version of the Plan that does not include some of the technical detail required by statute. For staff and elected Members, a "Plan on a Page" will also be published crystallising all the key messages. In addition, a balanced scorecard will be produced presenting key information relating to the organisation, its performance and its contribution to the wider city vision.

### **Reason for Recommendations**

17. To enable the Corporate Plan 2015-2017 to be considered by the Council on 26 March 2015 and to be published thereafter, subject to any consequential amendments.

### **Financial Implications**

18. This report sets out the Council's Corporate Plan for the period up until 2017. Implementing these strategic priorities will need to be in accordance with the amounts set out in the February 2014 Budget Report which included the revenue and capital budgets for 2015/16, the indicative Medium Term Financial Plan for the period up to 2018/19 and the indicative Capital Programme for the period up until 2019/20.
19. Some of the objectives contained in this report will need to be the subject of further reports so that detailed financial implications can be determined when further financial information is known. Where invest to save schemes, for example energy projects, are taken forward this will need to

be on the basis of robust business cases which generate commercial returns, Similarly the Plan clearly identifies the financial constraints within which the Council is and will continue to work whilst recognising the importance of Cardiff as the capital City driving economic activity and social change. Therefore proposals in respect of significant infrastructure developments which are not part of the existing Capital Programme will need to be developed by obtaining support from regional and private sector partners alongside potential Welsh Government and Central Government support.

### **Legal Implications**

20. The Local Government Measure 2009 sets out the Council's obligations to ensure continuous improvement in the exercise of its functions. This report sets out the steps taken in identifying and consulting on the improvement objectives contained in the Corporate Plan for 2015-2017. The Corporate Plan is part of the Policy Framework and a decision on whether to adopt the draft Corporate Plan is a matter for full Council
21. The Council has to satisfy its public sector duties under the Equalities Act 2010. Decisions must have due regard to the need to (a) eliminate unlawful discrimination (b) advance equality of opportunity and (c) foster good relations on the basis of the protected characteristics defined in the Act. The Council needs to make its decision to make a proportionate and rational decision with proper regard for its equality duty

### **CABINET PROPOSAL**

Council is recommended to:

1. approve the Corporate Plan 2015-2017 as set out in **Appendix 1**
2. delegate authority to the Chief Executive in consultation with the Leader of the Council to make any consequential amendments to the Corporate Plan following consideration by Council on 26 March 2015.

### **THE CABINET**

19 March 2015

*The following Appendix is attached:*

Appendix 1 – Corporate Plan 2015-2017