
DRAFT CORPORATE PLAN 2019-22

Reason for the Report

1. To provide this Committee with an opportunity for policy development scrutiny of the draft Corporate Plan 2019-22, attached at **Appendix 1**. The final draft Corporate Plan will be presented to Cabinet for consideration on 24 February 2019, and to full Council alongside the Budget on 28 February 2019.

Background – Policy Context

2. The Committee's Terms of Reference confer overarching responsibility for scrutiny of the Council's strategic policies setting its direction of travel. The Corporate Plan is the central strategic plan, and each year the Committee is routinely offered the opportunity of policy development scrutiny at an early stage in the Cabinet's process of drafting and securing agreement to the content of the Plan across all Directorates. The final draft of the Plan agreed by Cabinet will require Full Council approval and be considered in tandem with the Council's 2019/20 budget proposals.
3. In 2017 the Council's Administration set out a policy programme and associated delivery commitments entitled 'Capital Ambition' establishing the Cabinet's key priorities for the municipal term, and outlining a programme of action to continue to drive the city economy forward, whilst ensuring that the benefits of success are felt by all residents. It focussed on four main areas:

- **Working for Cardiff** – Making sure that all citizens can contribute to, and benefit from, the city’s success.
 - **Working for Wales** – A successful Wales needs a successful capital city.
 - **Working for the Future** – Managing the city’s growth in a sustainable way.
 - **Working for Public Services** – Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.
4. Both the Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration’s priorities into deliverable organisational objectives. For clarity the:
- **Corporate Plan:** focuses on the issues and services which the Council has prioritised
 - **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services
5. The current Corporate Plan (2018-21) states that in accordance with the requirements of the Well-being of Future Generations (Wales) Act, Delivering Capital Ambition sets out Cardiff’s Well-being Objectives, the Steps it will take to achieve them and how the Council will measure progress.
6. All members of Cardiff’s Public Services Board in Cardiff have adopted the same seven **Well-being Objectives**, which reflects their shared aspirations and the common understanding of challenges facing the city, they are:
- Cardiff is a great place to grow up
 - Cardiff is a great place to grow older
 - Supporting people out of poverty
 - Safe, Confident and Empowered Communities
 - A Capital City that Works for Wales
 - Cardiff Grows in a Resilient Way
 - Modernising and Integrating Our Public Services

7. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. This will both enable partners in Cardiff to keep track of how the city is performing, and also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.
8. Today's consideration of the draft Corporate Plan 2019-22 offers Members an opportunity to inform the development of the Plan. The Committee will have a further opportunity to consider the final draft when it meets to consider the 2019/20 budget on 20 February 2019, before its presentation to formal Cabinet.
9. For clarity, the Committee's Terms of Reference confer two roles in considering the Corporate Plan:
 - Firstly, to scrutinise the overall structure and direction set out in the Corporate Plan and the process for its development, as the Council's key strategic document linking the Priorities set out in the Delivering Capital Ambition Report, the Public Services Board Well-being Objectives, Directorate Delivery Plans and individual officers' objectives.
 - Secondly, to scrutinise the linkages between the Corporate Plan and delivery of the specific services under its remit.
10. The scope of today's scrutiny will focus on the first of those roles, as the second will be more effectively undertaken alongside budget proposals in February.
11. An important caveat to the papers attached for consideration is that at this stage in the process, the Cabinet is sharing an early version of the draft Corporate Plan 2019-22 with the Committee, the Plan is by definition incomplete. The Ambitions, Well-being Objectives, Steps to make progress, and Key Performance Measures are set out for consideration at this stage, but are subject to ongoing work and approval by the Cabinet. Members are also advised that target setting is underway and will be appended to the Plan in its final draft.

12. Members may recall the Leader's informal engagement with the Committee's Performance Panel, focussing on the target setting process, in February 2018, prior to pre-decision scrutiny of the Corporate Plan. A similar offer has been afforded the Committee this year. This will present an opportunity to understand in some detail the target setting process, and crystallise understanding of how the targets are arrived at. All Scrutiny Chairs have been invited to participate in this additional informal session, which has been offered to support effective scrutiny of the Corporate Planning process.

Issues

13. The document attached at **Appendix 1** is the skeleton of the Delivering Capital Ambition Corporate Plan 2019-22. In its final published form the Plan will include more extensive narrative and contextual information.
14. The Plan links Cardiff's four Capital Ambition Priorities to the Well-being Objectives of Cardiff's Public Services Board, setting out the steps and actions the Council will take to make progress in achieving these objectives. It also sets out the Performance Measures that will enable the Council, and its scrutiny committees, to monitor how effectively the objectives are being delivered.
15. For example,
- **Capital Ambition Priority:** Working for Public Services (p20)... *links to*
 - **Well-being Objective:** Modernising and Integrating Our Public Services (p27)...*will be delivered by*
 - **Steps/Action:** Progress the Council's Digital First Agenda (p28)...*will be measured by*
 - **Performance Measure (KPI):** The number of customer contacts to the Council using digital channels. (p29)

16. Within the current Corporate Plan is a Glossary of Terms that Members may find it useful to refer to in discussing this initial draft of the proposed Corporate Plan.

Well-being Objective	sets out what the Council wants to achieve
Outcome Indicator	a measure of city-wide performance
Steps	what the Council will do, and by when, to help achieve each Well-being Objective
Key Performance Measures	measures of operational performance that indicate if the steps the Council are taking are effective
Target	sets out a numerical value on Key Performance Measures to be achieved
Budget Setting Process	how each public body will ensure that resources are allocated annually for the purpose of taking steps to meet its objectives
Self-Assessment	a process that directorates undertake to help shape Well-being Objectives and identify the commitments for inclusion in Delivering Capital Ambition

Scope of the Scrutiny

17. This item will give the Committee the opportunity to make recommendations and observations that contribute to Cardiff's final draft *Corporate Plan 2019- 22*, before it is presented to formal Cabinet. Members are invited to scrutinise the overall structure and

direction set out in the Corporate Plan, as the Council's key strategic document linking the series of Ambition's set out in the Delivering Capital Ambition report, Directorate Delivery Plans and individual officers' objectives. Members may wish to consider whether there are any actions or performance measures missing.

18. It will also allow the Committee to familiarise itself with the contents of the Corporate Plan in good time for budget scrutiny on 20 February 2019, when the Committee will use the final draft to test the Budget Proposals against the Cabinet's stated Capital Ambition priorities.

Way Forward

19. The Leader of the Council, Councillor Huw Thomas; the Chief Executive, Paul Orders; Corporate Director Resources, Christine Salter, Policy, Partnerships and Citizen Focus Manager, Gareth Newell and Head of the Cabinet Office, Dylan Owen, will attend to present the Plan and answer Members' questions.

Legal Implications

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

To review Delivering Capital Ambition, Cardiff's draft Corporate Plan 2019-22 and agree any recommendations or observations to inform the final draft, which will return to Committee alongside the budget proposals on 20 February 2019, prior to Cabinet's consideration.

DAVINA FIORE

Director of Governance and Legal Services

10 January 2019