
DRAFT CORPORATE PLAN 2016-18

Reason for the Report

1. To provide Members with an opportunity to consider the draft Corporate Plan 2016-18, attached at **Appendix 1**. The Corporate Plan will be presented to Cabinet for approval to refer to Council in March 2016.

Background

2. The Committee was provided with an opportunity to help inform the development of the Plan in January 2016, following which it sent a letter to the Cabinet Member for Corporate Services and Performance outlining its comments and observations, as attached at **Appendix 2**. The Plan attached at Appendix 1 is therefore the final draft for presentation to Cabinet on 18 February, alongside the 2016/17 budget proposals.
3. The Committee's role is twofold 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 outcomes set out in 'What Matters' Plan, Directorate Delivery Plans and individual officers' objectives.
 - Secondly, the Committee also has a role in scrutinising the linkages between the Corporate Plan and delivery of the specific services under its remit. These fall largely under Priority 4 (pages 33-37): Working together to transform services.

4. Copies of the other Scrutiny Committees' letters will be tabled at the Committee meeting to enable Members to take these views into account when considering both the Corporate Plan and the Budget Proposals.

Issues

5. The draft *Corporate Plan 2016-18* sets out the aspirations for the Council for the next three years, identifying four priorities:
 - Better education and skills for all;
 - Supporting vulnerable people;
 - Creating more and better paid jobs;
 - Working together to transform services.
6. Page 6 of the *Corporate Plan 2016-18* presents in table form how the Council's four priorities link both to Cardiff's seven shared outcomes of the What Matters Plan, and the seven national well-being goals, set out in the Well-being of Future Generations (Wales) Act 2015.
7. Each of the Council's four priorities has three Improvement Objectives, and each Improvement Objective is determined by a set of commitments assigned to the lead Cabinet Member, and a set of targets by which progress will be measured.
8. The Plan confirms that each Directorate will publish a Delivery Plan which will provide greater detail on how objectives contained in the Plan will be delivered. The Corporate Plan, Directorate Delivery Plans and Organisational Development Plan will together shape dialogue with external stakeholders.
9. The Plan sets out the level of financial challenge facing the Administration, Council and City, coupled with the demographic pressures creating additional need, and commits to working closely with staff and trade unions in maintaining strong and effective services during a time of austerity and uncertainty.
10. The draft Corporate Plan is specifically targeted at informed stakeholders, and a short, community facing version will be produced once the Plan has been finalised.

Previous Scrutiny

11. Following its scrutiny of the 2016-18 draft Corporate Plan in January 2016, the Committee made the following comments and recommendations that may be worthy of further reflection in scrutinising the *final* draft of the Plan. The Committee:

- agreed the draft 2016-18 Corporate Plan is an improvement on the previous year's Plan;
- will be looking to ensure the budget lines do not dilute the aspirations of the Corporate Plan;
- suggested ordering 'Commitments' in line with 'Measures' would improve readability;
- requested the Leader reflect on the use of 'drawbacks' in paragraph 2 of his Foreword;
- expressed concern that the draft report does not contain benchmarks that will enable it to monitor whether 2015/16 targets have been achieved;
- suggested a significant improvement to the Plan would be the inclusion of targets and outcomes of the previous, current, and forthcoming years, culminating in a three year trend and the administration agreed to look into this;
- Was reassured that, where the Corporate Plan is silent on issues, relevant Directorate Plans would pick up Council specific tasks set out in the What Matters partnership strategy.

Scope of the Scrutiny

12. The Committee has an opportunity to make recommendations and observations regarding the draft Corporate Plan 2016-18 before it is presented to Cabinet, and then Full Council for approval. It will also allow the Committee to test the Budget Proposals at agenda item 5 against the Cabinet's stated priorities.

Way Forward

13. The Leader of the Council, Councillor Phil Bale; the Chief Executive, Paul Orders; and the Head of Cabinet Office, Gareth Newell, will be in attendance to present the Plan and answer Members' questions.

Legal Implications

14. 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

15. 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

16. To review the draft Corporate Plan 2016-18, agree any recommendations, comments and observations, to inform consideration of the final draft Plan by Cabinet and Full Council.

MARIE ROSENTHAL
Director of Governance and Legal Services
11 February 2016