
DRAFT CORPORATE PLAN 2017-19

Reason for the Report

1. To provide Members with an opportunity for policy development consideration of the draft *Corporate Plan 2017-19*, attached at **Appendix 1**. The Corporate Plan will be presented to Cabinet for approval on 16 February 2017.

Background

2. This early consideration of the draft Corporate Plan offers Members an opportunity to help inform the development of the Plan. Committee will have another opportunity to consider the final draft for presentation to Cabinet at the Committee's on 15 February 2017 meeting, alongside the 2017/18 budget proposals.
3. The Committee has 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 outcomes set out in the Cardiff Liveable City Report - PSB Well-being Assessment, 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. 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.

4. At this policy-development stage, officers have clarified that, in sharing an early version of the draft Corporate Plan 2017-19 with the Committee, the Plan is by definition incomplete. The Well-being objectives, commitments and 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 targets, to be appended to the Plan, will be set when Performance Quarter 3 2016/17 results become available. The final version of the Plan for consideration alongside the budget will also focus on the changes within the legislative environment which are impacting on this refresh of the Corporate Plan.

Issues

5. The Cabinet's vision for Cardiff to become Europe's most liveable capital city will be achieved by the delivery of seven partnership outcomes captured within the PSB Well-being Assessment. The Corporate Plan 2017-19 sets out Cardiff's contribution to delivering those seven outcomes by setting out the aspirations for the Council for the next three years, identifying four Priorities:
 - Better education and skills for all;
 - Supporting vulnerable people;
 - An economy that benefits all our citizens;
 - Working together to transform services.
6. Members will recall from previous briefings that the Well-being of Future Generations (Wales) Act 2015 identifies national well-being goals for Wales and requires the PSB to produce a Well-being Plan for Cardiff, based on a Well-being Assessment. The Well-being Assessment will be considered at item 4 on the Committee's agenda, in the form of the Cardiff Liveable City Report, which is currently out to consultation.

7. The '*Improvement Objectives*' of previous Corporate Plans have become '*Well-being Objectives*', and there has been a refresh of Priority 3, '*Creating more and better paid jobs*', which now becomes '*An economy that works for everyone*'. Each of the Council's four priorities listed above has three or four Well-being Objectives attached to them, and each Objective is determined by a set of Commitments assigned to the lead Cabinet Member and Directorate, and a set of targets by which progress will be measured. These targets will be appended to the Plan, and will be available for Members to scrutinise at their February 2017 meeting.
8. The most notable changes to Commitments in order to achieve the four priorities are:
- the addition of '*Ensure high quality and sustainable provision of culture, leisure and public spaces in the City*' to Priority 3;
 - the removal of '*Cardiff Council makes use of fewer but better buildings*' from Priority 4; which is now included within '*Transform our services to make them more accessible, more flexible and more efficient*'.

Previous Scrutiny

9. Following scrutiny of the *2016-18 draft Corporate Plan* in 2016, the Committee made the following comments and recommendations that may be worthy of reflection in scrutinising current draft proposals for 2017-19:
- The Committee expressed concern that the draft report did not contain benchmarks that would enable it to monitor whether 2015/16 targets had been achieved. Members considered 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. The final published Plan included the outcomes of 2013/14 and 2014/15 and targets for 2015/16, 2016/17 and 2017/18.

- Taking into account the hierarchy of business planning documents, Members considered that adopting a more focussed Corporate Plan could potentially blot out some aspirations and were pleased to note any gaps would be captured in the Core Business section of the Corporate Plan
- The Committee's request for an explanatory note that explained and clarified the links between the national 'Well-Being Goals' of the Well-being of Future Generations Act (2015) , the 7 'Cardiff Outcomes', the 4 'Council Priorities' and the Improvement objectives be included in the Plan was agreed. The Plan was subsequently amended to demonstrate these links.

Scope of the Scrutiny

10. This item will give the Committee the opportunity to make recommendations and observations that contribute to the final draft *Corporate Plan 2017- 19* before it is presented to 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 outcomes set out in the Cardiff Liveable City Report, Directorate Delivery Plans and individual officers' objectives.
11. It will also allow the Committee to familiarise itself with the contents of the Corporate Plan in good time for budget scrutiny on 15 February 2017, when the Committee will use the final draft to test the Budget Proposals against the Cabinet's stated priorities.

Way Forward

12. The Leader of the Council, Councillor Phil Bale; the Chief Executive, Paul Orders; Head of Performance & Partnerships, Joseph Reay; and the Head of Cabinet Office, Dylan Owen, will be in attendance to present the Plan and answer Members' questions.

Legal Implications

13. 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

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 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 the draft Corporate Plan 2017-19 and agree any recommendations or comments for early consideration to inform the final draft, which will return to Committee alongside the budget proposals in February 2017, prior to Cabinet's consideration.

DAVINA FIORE

Director of Governance and Legal Services

11 January 2017