
DRAFT CORPORATE PLAN 2017-19

Reason for the Report

1. To provide Members with an opportunity to consider the final draft Corporate Plan 2017-19, attached at **Appendix 1**. The draft Corporate Plan will be presented to Cabinet for approval on 16 February, and referred to Council on 23 February 2017.

Background

2. 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 Liveability Report *Well-being of Needs Assessment*, with Directorate Delivery Plans and individual officers' objectives.
 - Secondly, the Committee 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 3 *An economy that benefits all our citizens* (pages 31-42), and Priority 4 *Working together to transform services* (pages 43-51).
3. The Committee had an opportunity to help inform the development of the Corporate Plan in January 2017, following which Members expressed their comments and

observations in a letter to the Leader of the Council, as attached at **Appendix 2**. The Plan, attached at **Appendix 1**, is now the final draft for presentation to Cabinet alongside the 2017/18 budget proposals.

4. All four other Scrutiny Committees are considering the Corporate Plan alongside the Budget Proposals for services within their Terms of Reference, and their letters will be tabled at the Committee meeting. This will enable the Committee to factor in all scrutiny views when considering both the Corporate Plan and the Budget Proposals.

Issues

5. Members heard in January 2017 that the Cabinet's vision for Cardiff to become Europe's most liveable capital city would be achieved by the delivery of seven partnership outcomes. This draft 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, and identifying four Priorities as follows:
 - 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 Cardiff's Public Services Board to produce a Well-being Plan for Cardiff, based on a Well-being Assessment. The Well-being Assessment, in the form of the Cardiff Liveable City Report is currently out to consultation.
7. In January the Committee was advised that the 'Improvement Objectives' of previous Corporate Plans have become 'Well-being Objectives' in the draft Corporate Plan 2017-19, and there has been a refresh of Priority 3, 'Creating more and better paid jobs', which has become '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. Each Objective is determined by a set of Commitments assigned to the lead Cabinet Member and lead Directorate, and a set of targets by which progress will be measured. The targets have now been appended to the Plan, and are newly available for scrutiny at this meeting.

8. The Corporate Plan is a statement on the strategic priorities of the organisation. Underneath the Plan, each Directorate will publish a Delivery Plan, which will provide greater detail on how objectives contained in the Plan will be delivered.
9. This Corporate Plan has embraced the 'five ways of working' set out in the Well-being of Future Generations Act. It provides examples of actions the Council has taken attributable to each way of working (page 10). For example, 'Collaboration' is illustrated by 'Cardiff Capital Region City Deal which involves 10 Local Authorities, Welsh Government and UK Government.'
10. At page nine of the Corporate Plan Members will find a useful table illustrating how the Council's well-being objectives will contribute to the national well-being goals for Wales.
11. Key well-being objectives for this Committee are therefore as follows:

Priority 3 *An economy that benefits all our citizens* (pages 31-42)

3.1: Cardiff has more and better-paid jobs.

- Work with major providers to deliver increased social value through Council contracts by creating apprenticeships, work placements and employment:
- Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to pay staff the Living Wage.

3.3: All young people in Cardiff make a successful transition into employment, education or training:

- Increase provision of apprenticeships, traineeships and work placements and work based training.

Priority 4 *Working together to transform services* (pages 43-51)

4.1: Communities and partners are involved in the redesign, development and delivery of local public services:

- Continue to deliver the Community Hubs development programme.

4.2: Ensure effective governance arrangements and improved performance in key areas:

- Implement the new Performance Management Strategy across the organisation to support the Council's continued improvement.
- Further reduce sickness absence by March 2018.
- Implement a refreshed PPDR scheme by March 2018.
- Ensure the Council's decision-making process is timely, inclusive, open, honest and accountable.

4.3: Services are transformed to make them more accessible, more flexible and more efficient:

- Deliver the Council's property strategy for fewer but better buildings.
- Change ways of working through digitalisation.
- Commercialise key Council services.
- Develop the Medium Term Financial Plan to inform the Annual Budget Setting Process.
- Implement the Workforce Strategy.
- Achieve the Silver Corporate Health Standard by March 2018.

Previous Scrutiny

12. Following scrutiny of the 2017-19 draft Corporate Plan in January 2017, 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:

- Considered that the golden thread between the Corporate Plan and the forthcoming Well-being Plan needed to be strengthened, suggesting the same language be used to define Priorities in the forthcoming Well-being Plan as is used in the Corporate Plan.
- Considered that the Corporate Plan, as the most important document the Council produces, presents an annual opportunity to assess Council performance against the previous Corporate Plan to inform future planning.

Scope of the Scrutiny

13. The Committee has an opportunity to make recommendations and observations regarding the draft Corporate Plan 2017-19 before it is presented to Cabinet, and then to Full Council for approval. It will also allow the Committee to test the Budget Proposals at agenda item 4 against the Cabinet's stated priorities.

Way Forward

14. The Leader of the Council, Councillor Phil Bale; the Chief Executive, Paul Orders; Head of Performance and 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

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 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

16. 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, agree any recommendations, comments and observations, to inform consideration of the final draft Plan by Cabinet and Full Council.

DAVINA FIORE

Director of Governance and Legal Services

9 February 2017