
Delivering Capital Ambition & Corporate Plan 2018/19

Purpose of the Report

1. To provide the Committee with a pre-decision scrutiny opportunity to consider proposed arrangements to deliver the Administration's Capital Ambition policy statement,
2. To receive an early briefing on the planned approach to delivering the Corporate Plan 2018/19 and early discussion of selected Key Performance Indicators (KPI's).
3. To illustrate the alignment of the Corporate Plan with Delivering Capital Ambition.

Background

4. In July 2017 the Council's new 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.
5. On 14 December 2017, the Cabinet will seek approval for a four year Capital Ambition Delivery Programme with corresponding corporate governance and performance management arrangements to support the priorities outlined in Capital Ambition.
 6. The Committee received a progress update on plans to deliver Capital Ambition at its November meeting, in preparation for pre-decision scrutiny of the proposals at the December meeting. Members now have an opportunity to feed comments and observations from both scrutinies into the decision-making process.
 7. Within its Terms of Reference 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 Public Service Board Well-being 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.
 8. 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 2018.

Delivering Capital Ambition

9. The report, Delivering Capital Ambition, attached as **Appendix A** highlights that the Council faces severe financial pressures, service demand pressures, and a Welsh Government emphasis on collaboration to deliver its programme of local government reform.
10. The Council's response is to identify more efficient ways of working, more extensive use of technology, and new partnerships with public, private and community organisations.
11. The report makes clear that the new Administrations refresh of priorities will require adjustments to the Council's budgetary and corporate planning frameworks over the coming months. It highlights the principles that will underpin how the Council develops in the coming years, which are: *getting the basics right; digital first; putting communities front and centre; joining-up of frontline services; purposeful partnerships; and a new deal with citizens.*
12. A new Corporate Plan is under development alongside the development and setting of the Council's budget for 2018/19. The Corporate Plan will be supported by Directorate Delivery Plans and by a significantly strengthened Performance Management Framework.
13. A new Cabinet Performance and Delivery Group will be established, bringing together the Council's Cabinet and Senior Management Team to discuss strategic performance challenges on a quarterly basis.
14. The report proposes the establishment of a four-year Capital Ambition Delivery Programme that will replace the existing Organisational Development Programme (ODP). The Programme will focus on two components:
Modernisation: The transformation of corporate systems and processes that support service delivery; and **Resilient Services:** The transformation of front-line services.

Modernisation

15. Within the Modernisation component, there will be a programme that addresses the *Digital First* agenda, proposing that the Council should pursue a comprehensive programme of digital transformation of frontline services and back office automation. A further programme will address *Assets and Property*, rationalising the Council's estate, reducing the maintenance backlog, and proposing to explore a business case for a new County Hall by the end of the 2017/18 financial year. In addition, there will be a programme addressing *Regional Collaboration on Shared Services*; and the development of a rolling programme of *Fundamental Reviews*, overseen by Cabinet, the initial phase of which will include ICT Services, School Transport, Cardiff Transport Services; and Commercial Venues.

Resilient Services

16. Within the Resilient Services component, projects will often require change across services and partnership working with other organisations. There will be a programme addressing *Service Integration in Social Care, Health and Housing*; a programme addressing *Service Integration in support of Vulnerable Children*; a commitment to a *Total Street* approach to keeping streets and public spaces clean and well maintained; and an *Inclusive Growth* programme focussing on removing the barriers to employment with a gateway approach to accessing services.

17. A full description of all proposed programmes can be found on **pages 4-11 of Appendix A**.

Key considerations – Governance, workforce development and Senior Management arrangements.

18. The Delivery Programme will be supported by the Chief Executive and the Senior Management Team in consultation with the Leader and Cabinet

Member for Finance, Modernisation and Performance. A review of the Programme will be presented annually to Cabinet and Scrutiny, supported by quarterly meetings of the new Cabinet Performance and Delivery Group. This Group will drive forward the Fundamental Reviews.

19. It is proposed that the new Delivery Programme arrangements will require a strengthening of the Council's performance management arrangements, to analyse performance and demand data in support of intelligence-led decision-making.
20. Delivering Capital Ambition will require a strengthening of workforce planning with the roll out of a mandatory workforce development toolkit across all Directorates in 2018. In addition, the Council's staff engagement programme will be refreshed.
21. The proposed Senior Management Arrangements are designed to ensure that the strategic management capacity is in place to deliver the Capital Ambition and will be further reported to Cabinet on 16 November 2017.

Summary

22. Members can find the full set of recommendations to Cabinet on **pages 14-15 of Appendix A**. In summary they are approval to:
 - Implement a four-year Capital Ambition Delivery Programme;
 - Develop a business case to ensure the Council is operating from cost effective premises;
 - Develop proposals for collaboration, including delivering transactional services on a regional footprint;
 - Implement a rolling programme of Fundamental Reviews;
 - Initiate an immediate review of the Council's ICT services;
 - Re-allocate staff within the 2017/18 budgetary framework to prioritise the proposals outlined.

Corporate Plan 2018/19

23. There is a timeline for production of the Corporate Plan up to final consideration by Council alongside the budget on 22 February 2018.

24. The timeline includes a clear intention to involve scrutiny at a several stages of the Plan's development.

- At this Committee Members will be provided with an overview of the approach to producing the plan, together with an opportunity to consider the KPI's selected for inclusion in the Plan.
- On 17 January 2018, an early draft of the Plan will be presented including Objectives and KPI's.
- Late January – early February 2018 the Committee's Performance Panel will meet to consider draft targets set, including a full explanation of the process undertaken to set targets.
- On 14 February 2018, the final Corporate Plan will be presented to Committee alongside the Budget Proposals for 2018/19, for pre-decision scrutiny prior to consideration by the Cabinet and Council.

Scope of the Scrutiny

25. Delivering Capital Ambition is the fundamental basis on which the Council will modernise its services going forward. As such, the Committee will be consider proposals for organisational change, formally contributing to policy consultation proposals to reorder priorities within the Council's policy and budgetary frameworks. Secondly, the Committee will have an opportunity for pre-decision scrutiny of proposals planned for consideration by Cabinet in December 2017.

26. Members are invited to assure themselves that the planned approach to delivering the Corporate Plan 2018/19 and early discussion of selected Key Performance Indicators (KPI's), together with the proposed involvement of scrutiny is a robust approach.

27. The Leader of the Council, Councillor Huw Thomas, Chief Executive, Paul Orders, Corporate Director Resources, Christine Salter, Head of Performance and Partnerships, Joe Reay, and Head of the Cabinet office, Dylan Owen, will therefore attend to advise the Committee of progress on Delivering Capital Ambition and production of the Corporate Plan 2018/19.
28. Members will have an opportunity for questions and can agree during the Way Forward whether they wish the Chair to convey any concerns, comments or observations on this progress report to the Leader.

Legal Implications

29. 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

30. 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

The Committee is recommended to:

- a. Note the Delivering Capital Ambition report;
- b. Consider the proposals in light of financial, service demand and collaboration pressures;
- c. Note the Corporate Plan Timetable
- d. Agree the Committee's Performance Panel will undertake close scrutiny of draft targets; and
- e. Agree whether it wishes to relay comments and observations to the Leader for consideration by the Cabinet.

DAVINA FIORE

Director, Governance & Legal Services

9 November 2017