
DRAFT CORPORATE PLAN 2018-21

Reason for the Report

1. To provide Members with an opportunity for pre-decision scrutiny of the draft Corporate Plan 2018-21, attached at **Appendix 1**. The Corporate Plan will be presented to Cabinet for consideration on 15 February 2018 and full Council alongside the Budget on 22 February 2018.

Background – Previous Scrutiny

2. In December 2017, Members received a briefing on the structure and planned approach to delivering the Corporate Plan 2018 -21. As part of this process, the Committee would be given an opportunity at its January 2018 meeting to consider an early draft of the Plan, which would include the proposed objectives and Key Performance Indicators (KPI's). The Leader informed Members that he welcomed early engagement with the Plan and would return to Committee for pre-decision scrutiny on the final draft of the Plan at the Committee's meeting on 14 February 2018. Following the meeting, the Committee relayed its comments and observations in a letter to the Leader, attached at **Appendix 2**.
3. Members will recall that 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.
4. Today's consideration of the draft Corporate Plan 2018-21 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 2018/19 budget on 14 February 2018, before its presentation to formal Cabinet.
5. 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.
6. 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.
7. At this stage in the process, policy officers have clarified that, in sharing an early version of the draft Corporate Plan 2018-21 with the Committee, the Plan is by definition incomplete. The Ambitions, Well-being Objectives, Steps to make progress,

and 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.

8. From **Appendix 2** Members will recall welcoming the Leader's offer to engage with the Committee's Performance Panel, focussing particularly on the target setting process in late January - early February 2018. 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

9. The document attached at **Appendix 1** is the skeleton of the Delivering Capital Ambition Corporate Plan 2018-21. In its final published form it will include more extensive narrative and contextual information.
10. 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.
11. For example,
 - **Capital Ambition Priority:** Working for Public Services (p20)... *links to*
 - **Well-being Objective:** Modernising and Integrating Our Public Services (p21)...*will be delivered by*
 - **Steps/Action:** Progress the Council's Digital First Agenda (p21)...*will be measured by*
 - **Performance Measure (KPI):** The number of customer contacts to the Council using digital channels. (p22)

Scope of the Scrutiny

12. This item will give the Committee the opportunity to make recommendations and observations that contribute to Cardiff's final draft *Corporate Plan 2018- 21* 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.
13. It will also allow the Committee to familiarise itself with the contents of the Corporate Plan in good time for budget scrutiny on 14 February 2018, when the Committee will use the final draft to test the Budget Proposals against the Cabinet's stated Capital Ambition priorities.

Way Forward

14. The Leader of the Council, Councillor Huw Thomas; the Chief Executive, Paul Orders; Corporate Director Resources, Christine Salter, Head of Performance & Partnerships, Joseph Reay; and the Head of Cabinet Office, Dylan Owen, will attend 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 Delivering Capital Ambition, Cardiff's draft Corporate Plan 2018-21 and agree any recommendations or observations to inform the final draft, which will return to Committee alongside the budget proposals on 14 February 2018, prior to Cabinet's consideration.

DAVINA FIORE

Director of Governance and Legal Services

11 January 2018