
DRAFT CORPORATE PLAN 2018-21

Reason for the Report

1. To provide Members with an opportunity to formally consider the final draft Corporate Plan 2018-21, attached at **Appendix 1**. Cabinet and Full Council will consider the Plan in March 2018.

Background

2. The Committee has had three opportunities to engage with the development of the Council's Corporate Plan 2018-21. In December 2017, Members received a briefing on the structure and planned approach to delivering the Corporate Plan. There followed, in January 2018, an opportunity to consider an early draft no status version of the Plan, which included the proposed objectives and over 80 Key Performance Indicators (KPI's) to deliver the priorities of Capital Ambition.
3. In addition, later in January the Leader engaged informally with the Committee's Performance Panel, focussing particularly on the target setting process for the Corporate Plan. This marked a further step forward in embracing the comments, observations and concerns of Scrutiny, prior to publication of the final draft of the Plan. All five Scrutiny Committees will consider the Corporate Plan alongside consideration of the budget proposals under their Terms of Reference, and, as such, all scrutiny chairs participated in an informal session of the Performance Panel to support effective scrutiny of the Corporate Planning process.

4. Following both January scrutinies of the Corporate Plan Members concerns, comments and observations were captured in letters to the Leader of the Council, as attached at **Appendices 2 and 3**.
5. The Corporate Plan attached at **Appendix 1**, is now the final draft proposed for presentation to Cabinet in March 2018.
6. 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, 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 the Capital Ambition Priority, *working for public services*, and well-being objective, *modernising and integrating our public services (pages 47 – 52)*.

Issues

7. 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 Ambition areas, which form the basis for the Corporate Plan 2018-21: Working for Cardiff; Working for Wales; Working for the Future; and Working for Public Services.
8. The Corporate 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. There are seven Well-Being Objectives, which are linked to the four Capital Ambition Priorities as follows:

Working for Cardiff

Well-being Objectives:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Cardiff has Safe, Confident and Empowered Communities

Working for Wales

Well-being Objective:

- A Capital City that Works for Wales

Working for the Future

Well-being Objective:

- Cardiff's Population Growth is managed in a Resilient Way

Working for Public Services

Well-being Objective:

- Modernising and Integrating Our Public Services

9. Behind each well-being objective, is a set of steps/actions that will be taken to progress the objective, and key performance indicators (KPI's) that will be used to measure how the Council is performing against its targets.

10. Similarly, behind each of the KPI's within the Corporate Plan sits a table of evidence that records the following information for each Well-being objective:

- The lead Directorate and lead Cabinet Member
- The Performance Indicator that will measure success
- Whether the Indicator is new for 2018/19
- The Target and Outturn for two previous years 2015/16 and 2016/17
- The Target and Projected Outturn for the current year, 2017/18
- A Benchmarking summary
- Anticipated demand and financial impacts for 2018/19
- Any other constraints faced in 2018/19,

All of the above are factored in to arrive at the proposed Target for 2018/19

11. The Corporate Plan is therefore a clear statement of the strategic priorities of the organisation, and as such will be underpinned by a Delivery Plan produced by each Directorate, which will provide greater detail on how the well-being objectives contained in the Plan will be delivered.
12. The key well-being objectives for this Committee in undertaking the second of its roles is therefore as follows:

Capital Ambition Priority: Working for Public Services

Well-being Objective: Modernising and Integrating Our Public Services (pages 47-52)

- Progress the Council's Digital First Agenda
- Modernise the management and operation of the Council's estate to achieve fewer but better buildings.
- Improve the health and well-being of our employees by reducing sickness absence
- Support staff development by further improving the Personal Review scheme.
- Get people and communities more involved in decisions
- Ensure the Council's consultation and engagement work is as representative as possible.
- Champion equality and diversity, making sure citizens' rights are protected in any changes to our public services.

Scope of the Scrutiny

13. The Committee has a final opportunity to make recommendations and observations regarding the draft Corporate Plan 2018-21 before it is presented to Cabinet, and then to Full Council for approval. The scrutiny will also allow the Committee to test the Budget Proposals at agenda item 5 against the Cabinet's stated 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 and 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

17. To review the final draft Corporate Plan 2018-21, 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

8 February 2018