

CABINET PROPOSAL

CORPORATE PLAN 2018-21

Reason for this Report

1. To enable the Council to consider the draft Corporate Plan 2018-21

Background

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Plan also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2017, the Cabinet approved a new policy programme for the next five years, entitled 'Capital Ambition', which sets out the Administration's principles, priorities and ambitions for the city. This includes the following four priorities, each of which contains a series of 'commitments for Cardiff' covering a wide-range of Council services:
 - **Working for Cardiff** – Making sure that all our 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 our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.
4. On 14 December 2017, the Cabinet approved the establishment of a 4-year Capital Ambition Delivery Programme, with corresponding corporate governance and performance management arrangements, to support the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public services. This sets out how the Administration's priorities for Cardiff will

be achieved, providing clarity on *what* will be delivered, and *by when*. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.

Issues

Corporate Priorities

5. To ensure that the Council's resources support the delivery of the Administration's new priorities, a new Corporate Plan for 2018-21 has been developed in tandem with the process for developing and setting the Council's budget for 2018/19. A copy of the Corporate Plan 2018-21 is attached as **Appendix A** to this report.
6. This has taken place in the context of sustained and severe financial pressures within public services. The Council has agreed to make £14.3m in budget savings in 2018/19 to help plug a budget gap of £25m. This is in addition to a projected budget gap of £91m over the three years from 2019/20 to 2021/22 and £145m in budget savings which have already been achieved over the past five years.
7. The Corporate Plan 2018-21 will be supported by Directorate Delivery Plans, which will set out in greater detail how well-being objectives will be delivered, as well as how directorate business will be taken forward. These key business planning documents will be supported by a significantly strengthened Performance Management Framework.

Well-being Objectives

8. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh Language
 - A globally responsible Wales
9. The Council must also act in accordance with the 'sustainable development principle' by embedding the following five ways of working:
 - Long Term
 - Prevention
 - Integration
 - Collaboration
 - Involvement

10. The Corporate Plan 2018-21 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015 and the sustainable development principle. It also takes account of the draft Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015.
11. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition and translating the Administration's priorities into deliverable organisational objectives. The Corporate Plan focuses on the issues and services that the Council has prioritised and the Well-being Plan focuses on areas of collaborative advantage in the delivery of public services in the city.
12. The Council must agree and publish well-being objectives that are designed to maximise the Council's contribution to achieving each of the seven national well-being goals. In accordance with the development of the draft Well-being Plan, Cardiff Council has adopted the same seven well-being objectives as the Cardiff Public Services Board:
 - A Capital City that works for Wales
 - Cardiff grows in a resilient way
 - Safe, confident and empowered communities
 - Cardiff is a great place to grow up
 - Supporting people out of poverty
 - Cardiff is a great place to grow older
 - Modernising and integrating our public services
13. These well-being objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city.
14. In defining these draft well-being objectives, an integrated corporate approach has been developed in order to combine the Council's well-being and improvement objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the well-being goals, what more could be done and what further action could be taken to make progress towards the goals.
15. Following on from this exercise, a number of steps or actions have been developed, supported by appropriate performance indicators, in order to measure progress.
16. Both the Council and the Cardiff Public Services Board will measure progress towards achieving the well-being objectives using the same indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

17. The Council must publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements should be contained in the Corporate Plan, explaining:
- Why the Council considers that its well-being objectives will contribute to the achievement of the well-being goals;
 - Why the Council considers that its well-being objectives have been set in accordance with the sustainable development principle, including an explanation of how the Council will involve people with an interest in achieving the well-being goals. Those people must also reflect the diversity of Cardiff's population;
 - The steps to be taken to meet the well-being objectives in accordance with the sustainable development principle;
 - How the Council will govern itself to meet its well-being objectives;
 - How the Council will keep the steps it takes to meet its well-being objectives under review;
 - How the Council will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet its objectives;
 - When the Council expects to meet its well-being objectives;
 - Any other information about the well-being objectives that is considered to be relevant.

Addressing Health Inequalities

18. Capital Ambition makes clear that, despite the city's economic success, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial, with economic inequalities aligning closely with health and educational inequalities across the city. Tackling inequality and managing growth sustainably is therefore at the heart of the administration's agenda. The Corporate Plan 2018-21 translates that agenda into deliverable organisational objectives.
19. The Corporate Plan contains a number of steps to promote behaviour change and encourage healthier lifestyles, such as "Develop and launch a new Transport & Clean Air Vision for the city", "Ensure every school in Cardiff has developed an Active Travel plan" and "Develop a strategic plan for the development of sport in the city to increase in participation and attract investment in our facilities."
20. More broadly however, the Corporate Plan is focused on addressing the social determinants of health inequality as identified by the influential and

highly regarded Marmot Review. The Marmot Review is unequivocal that addressing health inequality is fundamentally contingent upon addressing the social determinants of ill-health. *“People with higher socioeconomic position in society have a greater array of life chances and more opportunities to lead a flourishing life. They also have better health. The two are linked: the more favoured people are, socially and economically, the better their health. This link between social conditions and health is not a footnote to the ‘real’ concerns with health – health care and unhealthy behaviours – it should become the main focus.”* It therefore identifies the need to focus on six policy objectives:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill-health prevention.

21. Since the central focus of Capital Ambition – and therefore the Corporate Plan – is to address the significant inequalities in the city, the Council is well positioned to respond to addressing health inequalities, particularly given the alignment with Marmot’s policy objectives.
22. It is anticipated that Health Impact Assessments will be a statutory requirement as of 2019 and guidance will be issued later this year. As national guidance on undertaking Health Impact Assessments emerges this will provide a further opportunity to ensure that our planning and delivery framework has the fullest impact on promoting health and addressing health inequality. An additional step has therefore been included in the Corporate Plan, recognising this opportunity: *“Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019-22.”*

Consultation and Engagement

23. The development of the Corporate Plan 2018-21 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2018/19.
24. The Policy Review and Performance Scrutiny Committee has been involved throughout the development of the Corporate Plan 2018-21. On 6 December 2017, the Committee considered the proposed arrangements to deliver the Administration’s Capital Ambition policy statement and was briefed on the planned approach and draft structure for developing the Corporate Plan 2018-21. The Committee then considered an early draft of the Corporate Plan on 17 January 2018, which included the proposed objectives and performance measures.
25. The Key Performance Indicators contained in the draft Corporate Plan 2018-21 were also considered by the Policy Review and Performance

Scrutiny Committee's Performance Panel on 31 January 2018. This session provided an opportunity for the proposed targets to be challenged and cross-scrutiny committee observations to be fed into the target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2018-21 in February 2018. It was also considered by the Committee's Chair to be '*a significant step forward in facilitating scrutiny impact on the Council's strategic planning processes*' with an "*unprecedented*" level of engagement.

26. A copy of the draft version of the Corporate Plan 2018-21 and/or extracts detailing various steps and performance indicators relevant to each committee were considered formally by the Council's five Scrutiny Committees at meetings held between 12 and 14 February 2018. This enabled consideration of the draft Corporate Plan 2018-21 alongside the Cabinet's draft budget proposals for 2018/19. Copies of the letters received from each of the Scrutiny Committee Chairs following those meetings are compiled within **Appendix B** to this report.
27. The Corporate Plan 2018-21 includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs), as well as "Local" indicators selected for their particular relevance to directorates. The Council continues to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis is also placed on selecting measures of success which are relevant for Cardiff.
28. A copy of the Corporate Plan 2018-21 will be published on the Council's website immediately approval by Council and, as in previous years, an interactive and more accessible version of the Corporate Plan that communicates the Council's priorities and objectives will also be provided.

Directorate Delivery Plans

29. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Q1 2018. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan well-being and improvement objectives, as well as details of other important activities not included in the Corporate Plan. A Balanced Scorecard approach is also intended to provide a sharper focus on the key issues.
30. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements,

including Personal Reviews. In this way, the Council will maintain an overview and manage the key organisational functions of:

- identification and delivery of priorities;
- service and financial planning;
- timely performance management integrating financial and service performance; and
- objective setting for, and performance of, individual members of staff.

Reason for Recommendations

31. To enable the draft Corporate Plan 2018-21 to be considered by the Council on 24 May 2018 and published immediately thereafter, subject to any consequential amendments that may be required.

Financial Implications

32. This report sets out the Council's Corporate Plan for the period up until 2021. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the 22 February 2018 Budget Report which included both revenue and capital budgets for 2018/19, the indicative Medium Term Financial Plan for the period up to 2021/22 and the indicative Capital Programme for the period up until 2022/23.
33. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. These will include sufficient financial detail in order to set out the full and robust financial implications as well as be fully informed of associated risks. This is particularly the case for proposals, which have yet to be developed to be included in the current budget proposals. These proposals will need to be fully appraised for the financial impact, affordability and considered as part of the Council's Medium Term Financial Plan for future years.

Legal Implications

34. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and its plans to achieve its priorities for improvement (in discharge of the statutory improvement duties set out under Part 1 of the Local Government (Wales) Measure 2009). The Plan also fulfils the Council's statutory duties under the Wellbeing of Future Generations (Wales) Act 2015 (WBFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the body of the report. Decision makers must be satisfied that the Well-Being Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 8 of the report); and note that once the Well-Being Objectives have been set, decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.

35. The duties imposed on the Council under the WBFG Act include a duty to act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:
- Look to the long term;
 - Focus on prevention by understanding the root causes of problems;
 - Deliver an integrated approach to achieving the seven well-being goals;
 - Work in collaboration with others to find shared sustainable solutions; and
 - Involve people from all sections of the community in the decisions which affect them.
36. Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:
<http://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang>
37. Effective consultation is required for lawful decision making on policy matters, and the Local Government (Wales) Measure 2009 and the WBFG Act impose express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard.
38. In considering this matter, the Council must also have regard to its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to: (a) eliminate unlawful discrimination; (b) advance equality of opportunity; and (c) foster good relations on the basis of the protected characteristics defined in the Act. The protected characteristics are:
- Age
 - Gender reassignment
 - Sex
 - Race – including ethnic or national origin, colour or nationality
 - Disability
 - Pregnancy and maternity
 - Marriage and civil partnership
 - Sexual orientation
 - Religion or belief – including lack of belief

39. The Corporate Plan is part of the Policy Framework, which is comprised of the key policies and strategies listed in Article 4.2 of the Constitution. The Cabinet is responsible for recommending any policy, plan or strategy which forms part of the Policy Framework, to full Council. The decision on whether to adopt the draft Corporate Plan is a matter for full Council.

CABINET PROPOSAL

Council is recommended:

1. to approve the Corporate Plan 2018-2;
2. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2018-21 following consideration by Council on 24 May 2018 and prior to publication.

The following Appendices are attached:

Appendix A: Corporate Plan 2018-21

Appendix B: Letters received from Chair of Policy Review and Performance Scrutiny Committee following consideration of the draft Corporate Plan 2018-21