
DRAFT CORPORATE PLAN 2020-23

Reason for the Report

1. To inform the Committee's pre-decision scrutiny of the final draft Corporate Plan 2020-23, attached at **Appendix 1**. Cabinet will consider the draft plan on 20 February 2020, followed by Full Council on 28 February 2020.

Context

2. This pre-decision scrutiny of the Corporate Plan 2020-23 alongside the budget proposals for 2020-21 is the first *formal* consideration and engagement with the development of the plan by full committee.
3. Since 2017 the Leader of the Council has committed to greater engagement with PRAP in the development of the Corporate Plan. This has taken the form of involving the Committee's Performance Panel in the more granular detail of target setting, which was a long standing request by the Committee. This collaborative approach ensures that the Corporate Plan is subject to co-production as well as independent scrutiny, and this formal scrutiny aims to consolidate the co-production of the Corporate Plan.
4. Therefore, on 12 February 2020, the Leader engaged *informally* with the Committee's Performance Panel and chairs of all scrutiny committees, focussing on the target setting process for the Corporate Plan. Following the discussion the comments, observations and concerns of scrutiny (attached at Appendix 2) were relayed to the Leader, prior to publication of this final draft of the plan.

5. All five Scrutiny Committees will consider the Corporate Plan alongside the budget proposals relevant to their Terms of Reference, and, as such, the chair of PRAP invited all scrutiny chairs to participate in an informal session of the performance panel to support effective scrutiny of the corporate planning process.
6. The Corporate Plan attached at **Appendix 1**, is now the final draft proposed for presentation to Cabinet on 20 February 2020.
7. 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 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 whether the *steps* set out in the plan will deliver the specific services under its remit. These fall largely under Capital Ambition Priority 4, *Working for Public Services*, and the Well-being Objective, *Modernising and Integrating Our Public Services (pages 67 – 73 of the Plan)*.

Background

8. In January 2020 the Cabinet approved an update of the Administration's policy programme, priorities and commitments, Capital Ambition, our continuing commitments for Cardiff. The commitments set out in Capital Ambition have been translated into deliverable organisational objectives to form the framework for the Corporate Plan 2020-23, attached at **Appendix 1**.
9. The Corporate Plan includes detailed delivery milestones, key performance measures and targets, and will be supported by Directorate Delivery Plans, which will set out in

greater detail how the Administration's priorities will be delivered, as well as how directorate business will be taken forward.

10. The Corporate Plan 2020-23 has been developed alongside the 2020/21 budget, with the aim of ensuring that the refreshed policy commitments set out in Capital Ambition are contained in the Council's budgetary framework. Both the Corporate Plan 2020-23 and the cabinet's budget proposals for 2020/21 will be considered by all scrutiny committees' w/c 17 February 2020, prior to Cabinet on 20 February 2020 and Council on 27 February 2020.
11. The Capital Ambition cabinet report of 23 January 2020 indicates that alongside the refresh of the Council's policy framework, the delivery of Capital Ambition will be supported by a strengthening of the council's performance management framework. A new delivery framework that sets out the council's arrangements for delivering Capital Ambition, while responding to the requirements of the Local Government and Election Bill and the Well-being of Future Generations Act, is expected to be considered in March 2020.

Structure of the Corporate Plan

12. Capital Ambition sets out four main **Priorities** that form the basis for the Corporate Plan 2020-23:
 - **Working for Cardiff** – Cardiff is a great place to grow up, grow older, supporting people out of poverty, safe, confident and empowered communities.
 - **Working for Wales** – A Capital City that works for Wales
 - **Working for the Future** – Cardiff's population growth is managed in a resilient way
 - **Working for Public Services** – Modernising and integrating our public services.
13. The draft Corporate Plan 2020-23 attached will remain a working draft until the final draft is considered by Cabinet on 20 February 2020.

14. The plan links the four Capital Ambition Priorities to the **Well-being Objectives** followed by all partners of Cardiff's Public Services Board. For each objective an introductory section outlines progress made to date and priorities for 2020/21.

15. There are seven Well-being Objectives

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- Cardiff's population growth is managed in a resilient way
- Modernising and integrating our public services

16. Each of the above objectives has been translated into a number of **Steps** the Council will take to make progress in achieving these objectives. For each step the plan indicates a **Lead Member of the Cabinet** and a **Lead Directorate**. The list of steps is followed by a number of **Key Performance Measures** and allocated a **Target** that will enable the Council, and its scrutiny committees, to monitor how effectively the objectives are being delivered going forward.

17. For example,

- **Capital Ambition Priority 1:** Working for Cardiff ... *is supported by*
- **Well-being Objective 1.1:** Cardiff is a great place to grow up... *delivered by*
- **Steps:** Support young people into education, employment or training by delivering the Cardiff Commitment.... *measured by*
- **Key Performance Measure:** The percentage of all care leavers in education, training or employment 12 months after leaving care.

18. Similarly, behind each of the Key Performance Measures within the Corporate Plan sits a table of evidence that records the following information for each Well-being Objective:

- The Lead **Directorate**

- The Key **Performance Indicator** that will measure success
- The **Target and Outturn**- where available- for the **past 3 years** (16/17, 17/18 & 18/19)
- The Target and **Projected Outturn** (where available) at Q3 for 2019/20
- The **Frequency** of reporting
- A **Benchmarking** summary, if comparator data is available
- The **Proposed Target** for 2020/21
- The **History** behind the indicator

19. All of the above are factored in to arrive at the proposed Target for 2020/21. This table of evidence was the focus of informal discussion between the Leader and all five Scrutiny Chairs that resulted in the feedback attached at **Appendix 2**.

20. 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.

21. The key Well-being Objectives for this Committee in undertaking the second of its roles is therefore as follows:

Capital Ambition Priority 4: Working for Public Services

Well-being Objective: Modernising and Integrating Our Public Services (**page 67**)

Steps listed aim to achieve the following:

- Deliver fewer and better Council buildings and protect the Council's historic buildings
- Reduce sickness absence rates, placing a particular focus on supporting mental health
- Work towards achieving the Gold Level Corporate Health Standard Award by March 2021, by progressing the initiatives that are set out in the standard.
- Build on the Agency Workers Charter
- Ensure that the Council's workforce is representative of the communities it serves

- Get the best social and community value out of the Council's £430m annual spend on goods and services
- Continue to support the Foundational Economy through our Socially Responsible Procurement Policy
- Strengthen social partnership arrangements in Cardiff by updating our procurement strategy
- Progress and deliver our customer service agenda
- Deliver our ambitious Digital Strategy
- Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people.

Scope of the Scrutiny

22. The Committee has an opportunity to make recommendations and observations regarding the draft Corporate Plan 2020-23 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 4 against the Cabinet's stated priorities.

Way Forward

23. The Leader of the Council, Councillor Huw Thomas; Cabinet Member Modernisation and Performance, Councillor Chris Weaver, the Chief Executive, Paul Orders; Corporate Director Resources, Chris Lee; Head of Performance and Partnerships, Gareth Newell; and the Head of Cabinet Office, Dylan Owen, will attend to present the Corporate Plan and answer Members' questions.

Legal Implications

24. 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

25. 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

26. To review the final draft Corporate Plan 2020-23, agree any recommendations, comments and observations, to inform consideration of the final draft by Cabinet and Full Council.

DAVINA FIORE

Director of Governance and Legal Services

14 February 2020

Background Paper: [Capital Ambition- continuing commitments](#)