
DRAFT CORPORATE PLAN 2022-25

Reason for the Report

1. To provide Members with the papers and context for pre-decision scrutiny of the Council's draft Corporate Plan 2022/25, attached at **Appendix 1**, prior to Cabinet on 24 February 2022 and Full Council on 3 March 2022.

Context

2. Consideration of the Corporate Plan 2022/25 alongside the budget proposals 2022/23 is this committee's first *formal* scrutiny of the Plan. It follows a recent *informal* policy development session on the detail of target setting by the Committee's Performance Panel. The aim of this approach is to ensure that the Corporate Plan is subject to co-production as well as independent scrutiny and therefore this formal scrutiny aims to consolidate the co-production of the Corporate Plan.
3. Members will be aware following last month's scrutiny of the Performance and Data Strategy that the Council's performance management framework has been refreshed to address the increased self-assessment requirements of the Local Government and Elections (Wales) Act 2021. The Committee's Performance Panel is a recognised element of the Council's self-assessment process, illustrated by effective co-operation and information sharing between the Cabinet and Scrutiny.
4. On 14 February 2022 an informal challenge session between the Performance Panel, Chairs of all Scrutiny Committees and the Leader supported by the Senior Management Team, focussed on the targets set out in the draft Corporate Plan, affording scrutiny

early involvement. The scrutiny expertise and experience of the five Scrutiny Committees is thereby ensured at a policy development stage.

5. Following the discussion, the comments, observations and recommendations of the Panel (attached at **Appendix 2**) were relayed to the Leader, prior to publication of the final draft of the Plan. A swift response attached at **Appendix 3** sets out Cabinet's response to the Panel's recommendations and requests for action, enabling all scrutiny committees to evidence the impact they have had on the Corporate Plan to be presented to Council.
6. The Corporate Plan attached at **Appendix 1**, is now the final draft proposed for presentation to Cabinet on 24 February 2022.
7. This 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 66 – 75 of the Plan)*.

Background

8. The Council's Corporate Plan is the key strategic document that sets out detailed delivery milestones, key performance measures and targets. It is supported by Delivery Plans developed by each Directorate, which set out in greater detail how the Administration's priorities will be delivered, as well as how Directorate business will be taken forward.

9. All Scrutiny Committees will consider the budget proposals for 2022/23 w/c 21 February 2022, prior to Cabinet on 24 February 2022 and Council on 3 March 2022. As part of that scrutiny the relevant sections of the Corporate Plan falling within each Committee's Terms of Reference will be scrutinised to ensure the budget proposals support the priorities and steps set out in the Plan.

Structure of the Corporate Plan

10. Members will be aware that Capital Ambition sets out four high level **Priorities** that continue to form the basis for the Corporate Plan 2022-25:

- **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.

11. The Corporate Plan structure reflects previous Corporate Plans, however in this refresh the Well-being Objective introduced last year, *Managing the Pandemic*, has been removed and its content mainstreamed into the Council's 7 Well-being objectives.

12. The 7 Well-being Objectives are:

- 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

13. For each Well-being Objective (WBO) an introductory section opens with narrative that sets the context of the current position and the challenges the Council faces to deliver the objective, listing the Council's priorities for delivering the objective. Having clearly

stated the priorities the Plan summarises **Progress Made** on the objective, followed by a fuller explanation of each priority for 2022/23.

14. Having established the task ahead, there follows key tables setting out '**What we will do to...** (achieve the Well-being Objective)'. The table, as illustrated below, sets out the **Steps** that the Council will take to make progress in achieving these objectives. Each Step has a reference number, an action and indicates the **Lead Member of the Cabinet** and **Lead Directorate** responsible for its delivery. For example:

Ref	We will:	Lead Member	Lead Directorate
S7.4	<p>Deliver a leaner and greener estate and protect the council's historic buildings by:</p> <ul style="list-style-type: none"> • Meeting the targets of the One Planet Cardiff strategy by reducing the carbon footprint in the built environment by 30% by the end of 2025/26; • Completing 100% of Priority 1 programmed asset works to maintain Council buildings in a safe compliant condition; • Developing a plan to implement the hybrid working model in 2022/23, utilising Council property assets and reducing revenue costs by £6m by the end of 2025/26; <p>Disposing of land and property to achieve the £25m general fund capital receipts target by end of 2025/26.</p>	Cllr Russell Goodway	Economic Development

15. The list of steps is followed by a number of **Key Performance Indicators** and allocated **Targets** that will enable the Council, and its scrutiny committees, to monitor how effectively the objectives are being delivered going forward. For example:

Ref	Key Performance Indicator	Target
K7.7	Reduce the carbon footprint in the built environment (Target to be achieved by 2026)	30%
K7.8	Reduce the annual running cost of the operational property estate (Target to be achieved by 2026)	£6,000,000
K7.9	The percentage completion of all Priority 1 works	100%
K7.10	General fund capital receipts (Target to be achieved by 2026)	£25,000,000

16. 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.

17. The key WBO for this Committee in undertaking the second of its roles is **WBO 7: Modernising and Integrating Our Public Services (page 66)**. The **Steps** listed aim to achieve the following over the coming year:

- Develop a comprehensive programme of organisational recovery and renewal, developing an **Agile Working Model**.
- Build upon our **digital agenda**, incorporating technology into service delivery and exploiting data to drive performance by improving the Council's digital offer and **Data Strategy**.
- Deliver a leaner and greener estate and protect the Council's historic buildings.
- Support a highly skilled, productive and committed workforce **by reducing sickness absence rates**, implementing strategies aligned to the **Gold Level Corporate Health Standard Award**, ensuring the Council's **workforce is representative** of the communities it serves, and ensuring Cardiff Council is a '**Fair Work**' employer.
- Using the **power of the public purse** to support the city's recovery by increase year-on-year **social value/ community benefits**, making our procurement spend more accessible to local small businesses and the third sector, developing a **Socially Responsible Procurement Strategy and Delivery Plan**, and ensure the Council's procurement programme fully supports the delivery of the Council's aim of being a Carbon-Neutral City by 2030.
- Make sure that the Council better talks to and listens to the city that it serves by developing and publishing a **new citizen engagement strategy** and progressing our **customer service** agenda.
- Manage the Covid-19 pandemic by supporting an **ongoing partnership approach** to pandemic management.

Scope of the Scrutiny

18. The Committee has an opportunity to make recommendations and observations regarding the draft Corporate Plan 2022-25 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.
19. Members may also wish to evaluate the impact of early scrutiny engagement with the Plan, monitoring the extent to which the Performance Panel's observations attached at **Appendix 2** have informed the final draft Corporate Plan to be signed off by Full Council.

Way Forward

20. The Leader of the Council, Councillor Huw Thomas; Cabinet Member Modernisation and Performance, Councillor Chris Weaver, the Chief Executive, Paul Orders; Corporate Director for People and Communities, Sarah McGill, Corporate Director Resources, Chris Lee; Head of Performance and Partnerships, Gareth Newell; and OM Policy & Improvement Dylan Owen, will attend to present the Corporate Plan and answer Members' questions.

Legal Implications

21. 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

22. 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

23. To review the draft Corporate Plan 2022-25, 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

18 February 2022