

COUNCIL:

3 MARCH 2022

CABINET PROPOSAL

CORPORATE PLAN 2022-25

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan 2022-25 and recommend it to Council for approval.

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 and performance priorities and 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 set out the Administration's principles, priorities and ambitions for the city. On 23 January 2020, the Cabinet approved a refreshed Capital Ambition document, which provided an updated statement of the Administration's policy priorities and commitments for the remainder of the municipal term to the next council elections in May 2022. These have continued to inform the development of the Corporate Plan 2022-25.
4. In addition, building on last year's plan, the Corporate Plan 2022-25 continues to reflect the Council's medium and longer term recovery and renewal priorities in response to the Covid-19 pandemic, which were considered by the Cabinet in May 2021. The Corporate Plan 2022-25 contains a number of new commitments for delivering a child friendly recovery, supporting the city's 'Greener, Fairer, Stronger' economic recovery, accelerating decarbonisation projects as part of the One Planet Cardiff Strategy, and implementing a programme of organisational development, including a shift to hybrid working and the increased use of digital technologies and data in service delivery by the Council.

5. A copy of the draft Corporate Plan 2022-25 is attached as **Appendix A** to this report.

Issues

The Well-being of Future Generations (Wales) Act 2015

6. 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
7. 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
8. The Corporate Plan 2022-25 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. It also takes account of the Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board (PSB) in accordance with the statutory requirements of the Act.
9. Both 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 specifically on the issues and services that the Council has prioritised, and the Well-being Plan focuses more widely on areas of collaborative advantage in the delivery of public services in the city.
10. 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 Well-being Plan for Cardiff, the Council has adopted the same seven well-being objectives as the Cardiff PSB:

- 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 grows in a resilient way
 - Modernising and integrating our public services
11. 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. Both the Council and the Cardiff PSB 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.
12. The Corporate Plan 2021-24 included an additional well-being objective relating specifically to 'managing the Covid-19 pandemic'; however, this has been removed from the 2022-25 version of the Corporate Plan as pandemic management within Cardiff has become embedded as part of a successful strategic partnership approach to responding to public health issues, with Covid-19 being accepted as a vaccine-preventable disease and where immunisation is the most critical first line of defence. This is complemented by the targeted testing of symptomatic individuals; surveillance, and a risk-based response to incidents and outbreaks of the infection. This approach is further reflected in the Council's public protection priorities, health & safety arrangements and working practices, and has resulted in the inclusion of a specific new step within the Corporate Plan 2022-25 that relates to ongoing pandemic management in the city.
13. The Council must publish a well-being 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements are discharged through the Corporate Plan. The well-being objectives set out in the Corporate Plan are supported by SMART 'steps' that set out what will be done and by when. The Corporate Plan also includes a number of Key Performance Indicators (KPIs) with corresponding targets, which consist of Public Accountability Measures (PAMs) and 'local' indicators selected for their relevance to Cardiff and performance management within directorates. Political and managerial responsibility is identified for each step and KPI.

Local Government and Elections (Wales) Act 2021

14. In accordance with the Local Government and Elections (Wales) Act 2021, the Council has a duty to keep its performance under review. This replaces the previous 'improvement duty' contained in the Local Government (Wales) Measure 2009.

15. A report setting out the strengthening of the Council's planning and performance arrangements in response to the Local Government and Elections (Wales) Act 2021 is also due to be considered by the Cabinet on 24 February 2022. Subject to approval, this will ensure that the Council's corporate planning, performance monitoring and delivery arrangements meet the new performance duty and self-assessment requirements, as set out in the Act.

Development of the Corporate Plan 2022-25

16. The process to refresh the Corporate Plan on an annual basis commences with the consideration of the Mid-Year Self-Assessment by the Cabinet in December, which follows engagement with the Council's Policy Review and Performance Scrutiny Committee. This then informs a comprehensive audit and self-assessment undertaken by directorates to explore the extent to which they contribute to each of the Council's well-being objectives, what more could be done and what further action could be taken to make progress towards achieving the objectives. In developing the Corporate Plan 2022-25, this exercise has resulted in a number of new or revised steps being developed and proposed, supported by appropriate performance indicators.
17. Thematic challenge sessions, which are convened according to well-being objective, are held in January/February. These sessions are chaired by the Leader of the Council and involve the lead Cabinet portfolio holders, the Cabinet Member for Finance, Modernisation and Performance, Chief Executive and relevant Directors with responsibility for delivery. The challenge sessions consider progress and challenges in relation to each of the well-being objectives within the Corporate Plan, and provide an opportunity to consider the proposed steps, KPIs and targets for the year ahead.

Corporate Plan and Budget Alignment

18. To ensure that the Council's resources support the delivery of the Administration's priorities, as set out in Capital Ambition, the Corporate Plan 2022-25 has been developed in tandem with the process for setting the Council's budget for 2022/23. It has also been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2022/23. As a result, the Cabinet's budget proposals for 2022/23 include a proposed £5.5m investment and growth in key policy areas contained within the Corporate Plan 2022-25, which also supports delivery of the Council's recovery and renewal priorities.
19. The Corporate Plan 2022-25 has been developed in the context of the continued operational and financial impact of the Covid-19 pandemic and associated public health measures in the 2021/22 financial year. In balancing the budget for 2022/23, the Council will be required to make efficiency savings of £7.708m (excluding schools). The Council's Medium Term Financial Plan also estimates a significant budget gap of £69.198m

over the medium term from 2023/24 to 2026/27. This is in addition to over £200m in cumulative savings that have been made by the Council during the past decade.

Engagement with the Council's Performance Panel and Scrutiny Committees

20. The proposed steps, KPIs and targets contained in the draft Corporate Plan 2022-25 were considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 14 February 2022, which was also attended by the Chairs of the other Scrutiny Committees. This session provided an opportunity for the draft narrative within the plan, together with the proposed steps, KPIs and targets, to be challenged and for cross-scrutiny committee comments and observations (see **Appendix B**) to inform any amendments to the Corporate Plan as part of the drafting and target setting process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2022-25 on 21-23 February 2022. The Performance Panel made a total of 8 recommendations, of which 7 were accepted and 1 was partially accepted – these are set out in **Appendix C** to this report.
21. A copy of the draft version of the Corporate Plan 2022-25 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 on 21-23 February 2022. This enabled consideration of the draft Corporate Plan 2022-25 alongside the Cabinet's budget proposals for 2022/23. Copies of any letter(s) received from the Scrutiny Committees following those meetings are expected to be tabled at the Cabinet meeting on 24 February 2022 as part of **Appendix D** to this report.
22. Following consideration and approval by the Council on 3 March 2022, a copy of the Corporate Plan 2022-25 will be published on the Council's website by 1 April 2022 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

23. The Corporate Plan 2022-25 will be supported by Directorate Delivery Plans, which will set out in greater detail how the Council's well-being objectives will be delivered, as well as how directorate business will be taken forward.
24. The 'business as usual' and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Quarter 1 2022/23. 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. They 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.

25. Directorate Delivery Plans have been enhanced to ensure that directorates consider all sources of corporate intelligence in a structured and systematic way. Directorate Delivery Plans now contain a greater range of corporate indicators of performance including:
- Service commitments, which have been identified to deliver the Corporate Plan, as well as any associated service KPIs.
 - Corporate Health Indicators, including data on staff sickness absence, staff turnover, compliance with mandatory training and the number of agency staff employed.
 - Links to the Corporate and Directorate Risk Registers, which set out the mitigating actions that the directorate has identified in order to address major risks.
 - Recommendations of External Regulatory Bodies, including the agreed responses to any recommendations or proposals for improvement.
 - Links to Scrutiny Committee recommendations, which have been accepted by the Cabinet and which the directorate is responsible for progressing.
 - Requirements of the Welsh Language Standards, Welsh Language Policy and Equality Objectives.
 - Corporate Safeguarding actions specific to the directorate's business, which have been identified through the Corporate Safeguarding self-assessment process.
26. Directorate Delivery Plans are developed through a directorate self-assessment exercise, which includes a detailed consideration of all sources of performance information, and are developed concurrently with the Corporate Plan and Budget. They will be signed off at year-end performance and assurance sessions convened by the Chief Executive and Section 151 Officer and may also be considered by relevant Scrutiny Committees.

Reason for Recommendations

27. To enable the Corporate Plan 2022-25 to be considered by the Council on 3 March 2022 and published thereafter by 1 April 2022, subject to any consequential amendments that may be required.

Financial Implications

28. This report sets out the Council's Corporate Plan for the period up until 2025. Implementing these strategic priorities and improvement objectives are in accordance with the amounts set out in the 25 February 2021 Budget Report, which includes both revenue and capital budgets for 2022/23, the indicative Medium Term Financial Plan for the period up to 2026/27 and the indicative Capital Programme for the period up until 2026/27.
29. 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. 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 detailed reports and business cases will need to include sufficient financial detail in order to set out the full and robust financial implications, as well as be fully informed of associated risks with particular regard to likelihood and value of funding from external sources such as Welsh Government.

Legal Implications

30. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and fulfils the Council's statutory duties under the Well-Being 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 10 onwards 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.
31. 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.
32. 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 Act, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using this link: <https://gov.wales/well-being-future-generations-statutory-guidance>
33. Effective consultation is required for lawful decision making on policy matters and the WBFG Act imposes express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard at paragraph 18.
34. 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 because 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.
35. 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.

HR Implications

36. There are no direct HR implications for this report.

Property Implications

37. There are no specific property implications in respect of the Corporate Plan 2022-25 report. The Strategic Estates Department will assist where

necessary in delivery of the Plan and it should be noted that Cabinet approved the Corporate Property Strategy 2021-26 in December 2021. Where there are any property transactions or valuations required to deliver any proposals, they should be done so in accordance with the Council's Asset Management process and in consultation with Strategic Estates and relevant service areas.

CABINET PROPOSAL

Council is recommended to

1. approve the Corporate Plan 2022-25
2. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2022-25 (Appendix A) following consideration by the Council on 3 March 2022 and prior to publication by 1 April 2022.

THE CABINET 24 FEBRUARY 2022

The following appendices are attached:

Appendix A: Corporate Plan 2022-25 (Draft)

Appendix B: Policy Review and Performance Scrutiny Committee Performance Panel, 14 February 2022 – Scrutiny Comments and Observations for Further Consideration

Appendix C: Response to Performance Panel Recommendations

Appendix D: Letter(s) received from Scrutiny Committees following consideration of the draft Corporate Plan 2022-25 (*to follow*)

The following background papers have been taken into account:

Capital Ambition (January 2020)