
DRAFT CORPORATE PLAN 2023-26

Reason for the Report

1. To provide Members with the papers and context for pre-decision scrutiny of the Council's draft Corporate Plan 2023/26, attached at **Appendix 1**, prior to Cabinet on 2 March 2023 and Full Council on 9 March 2023.

Context

2. Consideration of the Corporate Plan 2023/26 alongside the budget proposals 2023/24 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 Scrutiny Performance Panel comprised of the five Chairs of Scrutiny Committees. 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. The Council's performance management framework has been reviewed to address the increased self-assessment requirements of the Local Government and Elections (Wales) Act 2021. The Scrutiny Performance Panel is a recognised stakeholder within the Council's self-assessment process, illustrated by effective co-operation and information sharing between the Cabinet and Scrutiny.
4. On 9 February 2023 an informal challenge session between the Chairs of all Scrutiny Committees and the Leader, supported by the Senior Management Team, focussed on the proposed steps, performance indicators and targets set out in the draft Corporate Plan, affording scrutiny early involvement in the drafting of the Corporate Plan. The

scrutiny expertise and experience of the five Scrutiny Committees has thereby informed policy at a developmental stage.

5. Following the informal discussion, 26 recommendations, (attached at **Appendix 2**) were relayed to the Leader, prior to publication of the final draft of the Plan. In a swift response, attached at **Appendix 3**, were accepted, 8 were partially accepted, and 6 not accepted, 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 2 March 2023.
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 Stronger, Fairer, Greener Policy Statement, 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 Well-being Objective 7, *Modernising and Integrating Our Public Services (page 59 of the Plan)*.

Background

8. The Corporate Plan 2023-26 is the key document that translates the Administration's policy ambitions as set out in 'Stronger, Fairer, Greener' into clear organisational objectives. It has been developed alongside the Council's Budget for 2023-24, aiming to ensure that the Council's resources are aligned behind the delivery of its policy priorities. The Corporate Plan and Budget are approved alongside one another by Council in February of each financial year.
9. The Corporate Plan 2023-26 has also been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2023-24, to ensure citizen voices form part of the policy development process.

10. For clarity, the Council's strategic policy and delivery framework consists of the Corporate Plan, the Budget Strategy, Partnership Planning and Delivery, and the Performance Management Framework. Scrutiny of these four pillars of the framework fall to this Committee, and as such form the core of the committee's work programme.
11. The Council's Corporate Plan is the key strategic document that sets out detailed delivery milestones (steps), key performance measures (KPI's) and targets. It is supported by Delivery Plans developed by each Directorate following a directorate self-assessment exercise, which includes a detailed consideration of all sources of performance information. The Directorate Delivery Plans are also developed concurrently with the Corporate Plan and Budget and set out in greater detail how the Administration's priorities will be delivered, as well as how Directorate business will be taken forward. They are available for consideration by relevant Scrutiny Committees.
12. All Scrutiny Committees will consider the budget proposals for 2023-24 w/c 27 February 2023. As part of that scrutiny programme 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

13. To ensure that the Council's objectives are consistent with those of public services partners the Corporate Plan 2023-26 has been developed alongside the Cardiff Public Services Board's (PSB) new draft Well-being Plan 2023-28, which will be considered by Council on 30 March 2023. The Council is proposing to adopt the same seven well-being objectives as the Cardiff PSB within the new Corporate Plan 2023-26. They 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
 - One Planet Cardiff
 - Modernising and integrating our public services

14. For each Well-being Objective 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.
15. 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
S7.01	Deliver 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.	Cllr Russell Goodway	Economic Development
S7.02	Implement the Hybrid Working Model , utilising Council property assets and reducing revenue costs in line with the Corporate Property Strategy 2021-26.	Cllr Russell Goodway	Economic Development
S7.03	Complete 100% of Priority 1 programmed asset works to maintain Council buildings in a safe compliant condition.	Cllr Russell Goodway	Economic Development
S7.04	Dispose of land and property in line with the Corporate Property Strategy 2021-26.	Cllr Russell Goodway	Economic Development

16. 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
K7.07	Reduce the carbon footprint in the built environment <i>(Target to be achieved by 2026)</i>	30%
K7.08	Reduce the annual running cost of the operational property estate <i>(Target to be achieved by 2026)</i>	£6,000,000
K7.09	The percentage completion of all Priority 1 works	100%
K7.10	General fund capital receipts <i>(Target to be achieved by 2026)</i>	£25,000,000

17. In summary the Corporate Plan is a clear statement of the strategic priorities of the organisation and is 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.

Recommendations to Cabinet

The Corporate Plan report to be considered by Cabinet has 4 recommendations:

- *approve the draft Corporate Plan 2023-26, subject to any amendments authorised under recommendation 3, for consideration by Council on 9 March 2023;*
- *consider and agree the response to any recommendations made by any of the Scrutiny Committees in relation to the draft Corporate Plan 2023-26;*
- *delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the draft Corporate Plan 2023-26 required to reflect the response to Scrutiny Committee recommendations (agreed under recommendation 2), prior to consideration by Council on 9 March 2023; and*
- *recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any minor amendments as necessary to the Corporate Plan 2023-26 following consideration by the Council on 9 March 2023 and prior to publication by 1 April 2023.*

Scope of the Scrutiny

18. The Committee has an opportunity to make recommendations and observations regarding the draft Corporate Plan 2023-26 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.

19. Members may also wish to evaluate the impact of early scrutiny engagement with the Plan, monitoring the extent to which the Scrutiny Performance Panel's recommendations, requests and observations attached at **Appendix 2** have informed the final draft Corporate Plan to be considered by Cabinet and 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 2023-26, agree any recommendations, requests, comments and observations, to inform consideration of the final draft by Cabinet and Full Council.

DAVINA FIORE

Director of Governance and Legal Services

23 February 2023