

CORPORATE PLAN 2024-27

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 2

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan 2024-27 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 strategic planning responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2022, the Cabinet approved a new policy statement for the next five years, entitled 'Stronger, Fairer, Greener', which sets out the Administration's principles, priorities and ambitions for the city. The Corporate Plan 2024-27, attached as **Appendix A** to this report, translates the Administrations priorities into the Council's planning, performance and budgetary framework.

Issues

Delivering Stronger, Fairer, Greener

4. The Corporate Plan is a key document in delivering the 'Stronger, Fairer, Greener' policy commitments and translating the Administration's priorities into deliverable organisational objectives.
5. In accordance with the Well-being of Future Generations (Wales) Act 2015 the Corporate Plan allows the Council to agree and publish well-being objectives. The following seven well-being objectives are proposed in the new Corporate Plan 2024-27:
 - 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
6. Cardiff Council's Corporate Plan 2024-27 acts as the Council's well-being statement. How the Council will monitor progress is set out in the Council's [Planning and Delivery Framework](#), which was agreed by Cabinet in February 2022. The Corporate Plan also sets out how the Council's well-being objectives will help meet the national well-being goals.
 7. The proposed 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 outcome 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.
 8. The well-being objectives set out in the Corporate Plan are supported by 'steps' that set out what will be done and by when, and sets out clear political and managerial responsibility for each step. The Corporate Plan also includes a number of Key Performance Indicators (KPIs) with corresponding targets, selected for their relevance to Cardiff and performance management within directorates. The Council must also publish a well-being 'statement' about its well-being objectives at the same time as the objectives are published. This requirement too is discharged through the Corporate Plan.

Development of the Corporate Plan 2024-27

9. In accordance with Part 6 of the Local Government and Elections (Wales) Act 2021, the Council has a duty to keep its performance under review. The process to refresh the Corporate Plan on an annual basis is commenced in line with consideration of the Mid-Year (Self-)Assessment of Performance. This then informs a comprehensive 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 2024-27, this exercise has resulted in a number of new or revised steps being developed and proposed, supported by appropriate performance indicators.
10. Thematic challenge sessions, which are convened according to well-being objective, were held in late January/early February 2024. 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. Where targets for KPIs in the Corporate Plan are subject to end of year outturn data for 2023/24, these will be included in the Quarter 1 performance dashboard, which is available to all Scrutiny Committees. These

targets will also be included in the half-year and end-of-year self-assessment reports, which are subject to consideration by Cabinet, the Performance Panel and relevant Scrutiny Committees.

Reflecting the Progress, Responding to Budgetary Challenges and Meeting Demand Pressures.

11. The Corporate Plan 2024-27 has been developed in in the context of exceptionally challenging circumstances. Inflation levels have continued to place pressure on budgets, the lasting impact of the Covid-19 pandemic and cost of living crisis remain drivers of rising demand whilst increasingly complex needs present significant service delivery challenges.
12. Despite the challenging delivery environment, significant progress has been made against a number of the Corporate Plan steps. For example, education results are amongst the highest in Wales, new Council homes have been delivered and more people are being paid the real living wage.
13. Where progress has been made, the Corporate Plan steps have been amended to reflect this. New steps have also been included to reflect the need to respond and adapt to emerging challenges, with a range of preventative actions included to help dampen demand and reduce the need for more costly interventions. Service adaptation of this nature will be vital as more and more people turn to the Council, and its public service partners, for support on issues such as housing, employment, care for older relatives or their family. This means that the Corporate Plan will retain a focus on the delivery of the administration's priorities and ensuring high quality public services.

Corporate Plan and Budget Alignment

14. To ensure that the Council's resources support the delivery of the Administration's priorities, as set out in 'Stronger, Fairer, Greener', the Corporate Plan 2024-27 has been developed in tandem with the process for setting the Council's budget for 2024/25. It has also been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2024/25 to ensure citizen voice form part of the policy development process.
15. The Corporate Plan 2024-27 has been developed in the context of significant financial pressures, including high inflation and the continued operational and financial impact of the cost-of-living crisis. In balancing the budget for 2024/25, the Council will be required to meet a budget gap of £30.327m. The Council's Medium Term Financial Plan also estimates a significant budget gap of £142.344m over the medium term from 2025/26 to 2028/29. This is in addition to having had to close a cumulative budget gap of over £350m since 2010.

Engagement with the Council's Performance Panel and Scrutiny Committees

16. The proposed steps, KPIs and targets contained in the draft Corporate Plan 2024-27 were considered by the Policy Review and Performance Scrutiny

Committee's Performance Panel on 15 February 2024. This session provided an opportunity for the proposed steps, KPIs and targets, to be challenged and for cross-scrutiny committee recommendations, observations and requests (see **Appendices B(i)**) 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 2024-27. The Performance Panel made a total of 6 recommendations, of which 5 were accepted; 1 was partially accepted, and none were not accepted. A copy of the responses to the recommendations made by the Performance Panel is attached as **Appendix B(ii)** to this report.

17. A copy of the draft version of the Corporate Plan 2024-27 and/or extracts detailing various steps and performance indicators relevant to each committee are to be considered formally by the Council's five Scrutiny Committees at meetings scheduled to be held on 26-28 February 2024. This will enable consideration of the draft Corporate Plan 2024-27 alongside the Cabinet's budget proposals for 2024/25. Copies of any letter(s) received from the Scrutiny Committees following those meetings will be tabled at the Cabinet meeting on 29 February 2024 as part of **Appendix C** to this report. Cabinet is asked to consider and agree its response to any Scrutiny Committee recommendations which may be made.
18. It is proposed that authority is delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the draft Corporate Plan 2024-27 that may be required to reflect the acceptance by the Cabinet of any recommendations made by the Council's Scrutiny Committees in advance of consideration by Council on 7 March 2024, as well as any minor amendments that may be necessary post-Council to the approved version of the Corporate Plan 2024-27 in advance of publication on the Council's website
19. Following consideration and approval by the Council on 7 March 2024, a copy of the Corporate Plan 2024-27 will be published on the Council's website by 1 April 2024.

Directorate Delivery Plans

20. The Corporate Plan 2024-27 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.
21. 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 and include detailed milestones on how broader objectives will be delivered. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will also support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Reviews.
22. Directorate Delivery Plans capture all sources of relevant corporate intelligence in a structured and systematic way. Directorate Delivery Plans

therefore contain a greater range of corporate indicators of performance. They have been enhanced to include indicators of citizen insight. These include:

- 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.
 - Indicators of citizen satisfaction with Council Services, ensuring citizen voice is embedded in the Council's planning and performance framework.
23. Directorate Delivery Plans are developed following a directorate self-assessment exercise, which includes a detailed consideration of all sources of performance information. They are also developed concurrently with the Corporate Plan and Budget. They are reviewed as part of the 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

24. To enable the Corporate Plan 2024-27 to be considered by the Council on 7 March 2024 and published thereafter by 1 April 2024, subject to any consequential amendments that may be required.

Financial Implications

25. This report sets out the Council's Corporate Plan for the period up until 2027. Implementing these strategic priorities and improvement objectives are in accordance with the amounts set out in the 29 February 2024 Budget Report, which includes both revenue and capital budgets for 2024/25, the indicative Medium Term Financial Plan for the period up to 2028/29 and the indicative Capital Programme for the period up until 2028/29.
26. 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 that needs to evidence both cost and funding viability. The detailed reports and business cases will also 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

27. 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 4 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.
28. 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.
29. 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>
30. 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.

31. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties, Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. 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 religion or belief. The Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socioeconomic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers and must be able to demonstrate how it has discharged its duty.
32. The Council must also be mindful of the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards and consider the impact of its decisions upon the Welsh language.
33. 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.
34. All decisions taken by or on behalf 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 of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Council 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.

HR Implications

35. There are no HR implications arising directly from this report.

Property Implications

36. There are no further specific property implications in respect of the Corporate Plan 2024-27 Report. The Corporate objectives relating to finance, service delivery, regeneration and One Planet Cardiff align with the previously approved Corporate Property Strategy 2021-26. Progress against these objectives is reported to Cabinet each year via the Annual Property Plan.
37. Where the Council is required to undertake or advise on property transactions or valuations to deliver Council objectives, such work should be managed in accordance with the Council's Asset Management processes and in consultation with relevant service areas, such as Legal, as appropriate.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the draft Corporate Plan 2024-27 (Appendix A), subject to any amendments authorised under recommendation 3, for consideration by Council on 7 March 2024;
2. consider and agree the response to any recommendations made by any of the Scrutiny Committees (Appendix C) in relation to the draft Corporate Plan 2024-27;
3. delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the draft Corporate Plan 2024-27 required to reflect the response to Scrutiny Committee recommendations (agreed under recommendation 2), prior to consideration by Council on 7 March 2024;
4. 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 2024-27 following consideration by the Council on 7 March 2024 and prior to publication by 1 April 2024.

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| SENIOR RESPONSIBLE OFFICER | PAUL ORDERS Chief Executive |
| | 23 February 2024 |

The following appendices are attached:

- Appendix A: Corporate Plan 2024-27 (Draft)
Appendix B(i): Performance Panel Chair's Letter and Panel Recommendations
Appendix B(ii): Cabinet Response to Performance Panel Recommendations
Appendix C: Letter(s) received from Scrutiny Committees following consideration of the draft Corporate Plan 2024-27 and schedule of proposed amendments (*to follow*)

The following background paper has been taken into account:

[Stronger, Fairer, Greener Policy Statement \(July 2022\)](#)