

COUNCIL:

25 FEBRUARY 2016

CABINET PROPOSAL

CORPORATE PLAN 2016-18

Reason for this Report

1. To enable Members to consider and approve the Council's Corporate Plan for 2016-2018 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out within the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, setting out how the Council plans to achieve its priorities for improvement. The Corporate Plan usually covers a three year period and is subject to an annual refresh.
3. The Council has to develop the Corporate Plan for 2016-2018 in the context of sustained severe financial pressures. The Budget Strategy 2016/17 report that was considered by the Cabinet in July 2015 set out a potential savings requirement of £47.378 million for the financial year 2016/17 and £117 million for the period 2016/17–2018/19.
4. The Wales Audit Office (WAO) Corporate Assessment report of the City of Cardiff Council, which was published in September 2014, found that the Corporate Plan 2014-17 lacked "sufficiently clear measures of success". The Corporate Assessment also noted that "variation in the way in which directorates describe outcomes, confused use of terminology and lack of clarity about the improvement sought ...mean that the Plan does not provide a clear reference point from which performance can be evaluated in the future." However, the report also noted that "the Council produced a more concise document with the aim of establishing a clearer focus on priorities".
5. In October 2014, Cabinet considered the report entitled, "Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning". The report outlined the Council's approach to strengthening corporate and partnership planning in order to deliver the

organisation's vision and address key organisational issues including those identified in the previous Wales Audit Office Corporate Assessment. The Corporate Plan 2015-17 was developed in this context and forms the template for the refreshed Corporate Plan for 2016-18.

6. The Wales Audit Office published the Council's Annual Improvement Report for 2014-15 in August 2015 in which it was noted that "the Council had made a step change in improving the quality of its 2015-16 Improvement Plan when compared to the previous year."

Issues

7. The Cabinet has established a new vision for Cardiff to be "Europe's most liveable capital city." This vision will be achieved by delivering seven outcomes which have been jointly agreed by public service and third sector partners in the city. These outcomes are included in Cardiff's Single Integrated Plan – "What Matters":

- People in Cardiff are safe & feel safe
- Cardiff has a thriving & prosperous economy
- People in Cardiff achieve their full potential
- Cardiff is a great place to live, work & play
- People in Cardiff have a clean, attractive & sustainable environment
- People in Cardiff are healthy
- Cardiff is a fair, just & inclusive society

8. In addition, the 'Liveable City Report' captures how the city is performing against a range of high level indicators associated with each outcome and will be published annually.

9. The Corporate Plan captures the Council's contribution to delivering Cardiff's seven outcomes, setting out the organisation's priorities and what will be done to deliver against these priorities. It should be noted that other city partners have an important contribution to make, and whilst the Council works with many of them on a range of issues, the Corporate Plan focuses on the Council's contribution to the city.

10. With reducing funding and increasing demand for services, the Council must be clear about its priorities. The four priorities which formed the basis of the Corporate Plan 2015-18 have therefore been maintained. The Corporate Plan 2016-18 continues to be structured around the following four corporate priorities:

- Priority 1 – Better education and skills for all
- Priority 2 – Supporting vulnerable people
- Priority 3 – Creating more and better paid jobs
- Priority 4 – Working together to transform services

11. For each priority, a limited number of high-level improvement objectives have been established and for each improvement objective a number of commitments and performance indicators have been identified to

measure progress. The priorities of the Corporate Plan are also consistent with the organisation's co-operative values.

12. The Cabinet also agreed on 21 January 2016 to include an additional new corporate commitment in the 2016/17 Corporate Plan under Priority 3 (Creating more and better paid jobs). This relates to 'The Cardiff Commitment' and seeks to ensure that 'young people in Cardiff make a successful transition into employment, education or training'.
13. The "business as usual" and more service focused change will be included in Directorate Delivery Plans prepared by individual directors. 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. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan.
14. In addition, Directorate Delivery Plans 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 Performance and Development Reviews (PPDRs). In this way, the Council will maintain an overview and manage the key organisational functions of:
 - identification and delivery of priorities;
 - service and financial planning;
 - timely performance management integrating financial and service performance; and
 - objective setting for and performance of individual members of staff.
15. The Corporate Plan 2016-18 includes clear priorities, a reduced number of improvement objectives to deliver the priorities and clear terminology for how the plan will be structured. The development of the Corporate Plan 2016-18 has also been informed by the findings of the consultation on the budget proposals for 2016/17.
16. Following the publication of Quarter 3 performance results for 2015/16 in late January 2016, proposed targets for inclusion in the Corporate Plan 2016-18 were discussed by Cabinet Members and Directors at 'Star Chamber' sessions that were held in early February 2016. The Corporate Plan includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) as well as "Local" indicators selected for their particular relevance to directorates. The Appendix to the Corporate Plan includes details on past performance to enable trend analysis, benchmarking information on the Council's relative position (where available) and targets for 2016/17 and 2017/18.

17. All Councillors were invited to a Member briefing session on the Liveable City report and draft Corporate Plan 2016-18, which was held on 11 January 2016. This provided an opportunity for Members to learn more about the development of the Corporate Plan 2016-18 prior to formal consideration by all Scrutiny Committees during February 2016.
18. The Policy Review and Performance Scrutiny Committee was provided with an early opportunity to help inform the development of the Corporate Plan 2016-18 when it considered a draft version of the Plan on 12 January 2016. Members were briefed on the approach undertaken to 'refresh' the Corporate Plan for 2016-18 and were able to comment on the draft commitments and targets. A draft version of the Corporate Plan 2016-18 was also provided to each of the Council's five Scrutiny Committees for consideration alongside the draft budget proposals for 2016/17 between the 15th and 17th February 2016.
19. The Corporate Plan 2016-18 and relevant supporting documents will be published on the Council's website. To ensure the Corporate Plan and, more specifically, the Council's priorities and objectives are communicated effectively, a suite of stakeholder appropriate documents will be continue to be produced. These include a shortened "community facing" version of the Corporate Plan, which does not include some of the technical detail required by statute, and a "Plan on a Page" for staff and Members that assists in crystallising the key messages contained in the Plan.

Reason for Recommendations

20. To enable the draft Corporate Plan 2016-2018 to be considered by the Council on 25 February 2016 and to be published thereafter, subject to any consequential amendments.

Financial Implications

21. This report sets out the Council's Corporate Plan for the period up until 2018. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the February 2016 Budget Report which included the revenue and capital budgets for 2016/17, the indicative Medium Term Financial Plan for the period up to 2019/20 and the indicative Capital Programme for the period up until 2020/21.
22. Some of the objectives contained in this report will need to be the subject of further reports so that detailed financial implications can be determined when further financial information is known. 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. As such it is important that the financial implications and risks of actions in the Corporate Plan are considered as part of robust business cases. This is particularly the case for proposals

which are not yet fully developed to be included in the current budget proposals, such as significant infrastructure developments of City Deal. Such projects will need to be carefully appraised for the financial impact and affordability and considered as part of the Council's Medium Term Financial Plan for future years

Legal Implications

23. The Local Government Measure 2009 sets out the Council's obligations to ensure continuous improvement in the exercise of its functions. This report sets out the steps taken in identifying and consulting on the improvement objectives contained in the Corporate Plan for 2015-2017. The Corporate Plan is part of the Policy Framework and a decision on whether to adopt the draft Corporate Plan is a matter for full Council.
24. The Council has to satisfy its public sector duties under the Equalities Act 2010. Decisions must have due regard to the need to (a) eliminate unlawful discrimination (b) advance equality of opportunity and (c) foster good relations on the basis of the protected characteristics defined in the Act. The Council needs to make its decision to make a proportionate and rational decision with proper regard for its equality duty.

CABINET PROPOSAL

Council is recommended to

1. approve the Corporate Plan 2016-2018 as set out in **Appendix A** to the report;
2. delegate authority to the Chief Executive in consultation with the Leader of the Council to make any consequential amendments to the Corporate Plan following consideration by Council on 25 February 2016.

THE CABINET
18 February 2016

The following Appendix is attached:

Appendix A – Corporate Plan 2016-2018