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**DRAFT CORPORATE PLAN 2019-22**

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**Reason for the Report**

1. To provide Members with an opportunity for pre-decision scrutiny of the final draft Corporate Plan 2019-22, attached at **Appendix 1**. Cabinet will consider the Plan on February 2019, and Full Council on 28 February 2019.

**Background**

2. Consideration alongside the budget proposals represents the third opportunity for the Committee to engage with the development of the Council's Corporate Plan 2019-22. In January 2019, Members received a briefing on the structure and planned approach to delivering the Corporate Plan. This draft included the Objectives, the Steps to deliver the Objectives, and the Key Performance Measures to deliver the priorities of Capital Ambition.
3. Consolidating the co-production of the Corporate Plan that commenced with the previous Corporate Plan, on 11 February 2019 the Leader engaged informally with the Committee's Performance Panel. The focus was on the target setting process for the Corporate Plan and embraced the comments, observations and concerns of Scrutiny, prior to publication of the final draft of the Plan. All five Scrutiny Committees will consider the Corporate Plan alongside consideration of the budget proposals under their Terms of Reference, and, as such, the Chair of this Committee invited all scrutiny chairs to participate in the informal session of the Performance Panel to support effective scrutiny of the Corporate Planning process.

4. Following both scrutinies of the Corporate Plan Members concerns, comments and observations were captured in letters to the Leader of the Council, as attached at **Appendices 2 and 3** respectively.
5. The Corporate Plan attached at **Appendix 1**, is now the final draft proposed for presentation to Cabinet on 28 February 2019.
6. For clarity the 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 Delivering 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 Well-being Objective, *Modernising and Integrating Our Public Services (pages 59 – 64 of the Plan)*.

## Issues

7. Members are familiar with the Delivering Capital Ambition policy programme and associated delivery commitments that are the Cabinet's key priorities for the municipal term. The Programme outlines the actions to continue to drive the city economy forward, whilst ensuring that the benefits of success are felt by all residents. Members will recall the four main ambitions that form the basis for the Corporate Plan 2019-22:
  - **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.

8. The Corporate Plan strongly links Cardiff's four Capital Ambition Priorities to the Well-being Objectives of Cardiff's Public Services Board, setting out the Steps and actions the Council will take to make progress in achieving these objectives. Members will recall there are seven Well-Being Objectives, which are linked to the four Capital Ambition Priorities as follows:

#### **Capital Ambition Priority 1: Working for Cardiff**

*Well-being Objectives:*

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Cardiff has safe, confident and empowered communities

#### **Capital Ambition Priority 2: Working for Wales**

*Well-being Objective:*

- A capital city that works for Wales

#### **Capital Ambition Priority 3: Working for the Future**

*Well-being Objective:*

- Cardiff grows in a resilient way

#### **Capital Ambition Priority 4: Working for Public Services**

*Well-being Objective:*

- Modernising and integrating our public services

9. Behind each Well-being Objective, is a set of Steps that will be taken to progress the Objective, and Key Performance Measures that will be used to measure how the Council is performing against its targets.

10. Similarly, behind each of the Key Performance Measures within the Corporate Plan sits a table of evidence that records the following information for each Well-being Objective:

- The lead Directorate and lead Cabinet Member
- The Performance Indicator that will measure success
- Whether the Indicator is new for 2019/20
- The Target and Outturn for three previous years 2015/16, 2016/17 and 2017/18

- The Target and Projected Outturn for the current year, 2019/20
- The frequency of reporting
- A Benchmarking summary
- The proposed target for 2019/20
- The history/context of the Indicator,

All of the above are factored in to arrive at the proposed Target for 2019/20. This table of evidence was the focus of informal discussion between the Leader and all five Scrutiny Chairs on 11 February 2019 that resulted in the letter attached at **Appendix 3**.

11. 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.
  
12. The key Well-being Objectives for this Committee in undertaking the second of its roles is therefore as follows:

**Capital Ambition Priority 4: Working for Public Services**

**Well-being Objective:** Modernising and Integrating Our Public Services (pages 59-64)

**Steps:**

- Progress the Council's Digital First Agenda
- Modernise the Council's estate and reduce the footprint.
- Develop a new five year Property Strategy by March 2020
- Take forward the Core Office Strategy
- Improve the health and well-being of our employees by reducing sickness absence
- Work towards Gold Level Corporate Health Standard Award
- Support people and communities to be more engaged with the work of the Council.
- Ensure that the Council's workforce is representative of the communities it serves
- Launch a new Strategic Equality Plan by April 2020.

Members will be interested to note two specific additions to the Steps as a result of increasing responsiveness and engagement with scrutiny in the development of the Plan.

- Continue to reinforce the Agency Workers Charter and embed core processes to review Agency Worker placements at 12 and 18 months.
- Progress and deliver the seven priorities as recommended in the Customer & Leadership report by March 2020.

### **Scope of the Scrutiny**

13. The Committee has a final opportunity to make recommendations and observations regarding the draft Corporate Plan 2019-22 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.

### **Way Forward**

14. The Leader of the Council, Councillor Huw Thomas; Cabinet Member Modernisation and Performance, Councillor Chris Weaver, the Chief Executive, Paul Orders; Corporate Director Resources, Christine Salter; Policy, Partnerships and Citizen Focus Manager, Gareth Newell; and the Head of Cabinet Office, Dylan Owen, will attend to present the Plan and answer Members' questions.

### **Legal Implications**

15. 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**

16. 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**

17. To review the final draft Corporate Plan 2019-22, agree any recommendations, comments and observations, to inform consideration of the final draft Plan by Cabinet and Full Council.

## **DAVINA FIORE**

Director of Governance and Legal Services

14 February 2019