

THE VALE OF GLAMORGAN COUNCIL

CABINET: 10TH FEBRUARY 2020

REFERENCE FROM CORPORATE PERFORMANCE AND RESOURCES
SCRUTINY COMMITTEE: 5TH FEBRUARY 2020

“ DRAFT VALE OF GLAMORGAN COUNCIL CORPORATE PLAN 2020-25
(REF) –

The Head of Policy and Business Transformation commenced by outlining that the Council had developed the draft Corporate Plan 2020-25, following the consultation undertaken on the draft between October and December 2019 and the changes made in response to the feedback received.

The officer reported that the Corporate Plan was the Council's key strategic document and that it set out how the Council's vision of Strong Communities with a Bright Future would be delivered over a five year period. In developing the Corporate Plan 2020-25, included at Appendix A to the report, the officer advised that the Council had undertaken extensive engagement and had considered a range of information and data. This included:

- The Public Opinion Survey
- Big Conversation with Staff
- Performance data
- Key Population data for the Vale
- Consideration by Scrutiny Committees
- Partnership activities and priorities
- Stakeholder workshop
- Discussions with the Vale 50+ Strategy Forum
- Corporate Risks
- Budget consultation
- Discussions at Community Liaison Committee and Voluntary Sector Joint Liaison Committee.

The approach to developing the Corporate Plan 2020-25 had taken into account the diverse needs of the population including people of different ages, rural and urban communities, business, and the work of key partners such as the Cardiff and Vale UHB, the Police, the Third Sector and Town and Community Councils. In developing the new Plan, the need to reflect the Council's community leadership role, mental health and staff wellbeing issues, the importance of culture, and the promotion of healthy lifestyles had also been recognised.

Appendix B to the report detailed the consultation undertaken, the feedback received and how the Council had responded. The officer noted that a number of interesting and valuable points had been made which had helped to shape the revised Plan and would also inform the Annual Delivery Plan. These included:

- Greater emphasis on health and well-being
- More information regarding the actions the Council would undertake year on year
- Importance of information being accessible and engaging and how the Council communicated with residents and service users
- The importance of arts, culture and leisure
- The importance of volunteering and the range of community and individual benefits
- Overall support for the actions and objectives but interest in how they would be delivered.

The officer continued by explaining that the aim of the Plan had been to provide the strategic framework for 2020-25 and reflect how different activities would deliver a wide range of outcomes through four Well-being Objectives which were:

- To work with and for our communities
- To support learning, employment and sustainable economic growth
- To support people at home and in their community
- To respect, enhance and enjoy our environment.

The draft Plan set out a definition of each objective and the actions to be taken over the five years to achieve them. The officer noted that the objectives formed an holistic package of activity to deliver the Council's vision and to maximise its contribution to the national well-being goals in an integrated manner.

During the engagement and consultation stages of producing the draft Plan, feedback had been received suggesting that the Council could enhance the transparency of achieving its Well-being Objectives by being more specific about the action that would be taken each year to deliver the Plan. In response, it had been proposed that a new approach to corporate planning should be adopted and this would involve the publication of an Annual Delivery Plan to accompany the overarching five year Corporate Plan. The Annual Delivery Plan would set out the key activities to be undertaken to deliver on the commitments in the Corporate Plan by the Council each year and will be published each Spring. This would directly inform individual Service Plans which were also produced annually and contained annual performance measures and targets.

The officer continued by highlighting that the current approach to reporting and scrutiny of the Corporate Plan was based on a set of five performance reports aligned with each of the well-being outcomes and overall corporate health. However, the Well-being Objectives contained in the draft Corporate Plan were more integrated and cross-cutting than the existing Plan and demonstrated how the actions across the Council would contribute to multiple objectives, which in turn

required a more integrated approach to the way performance was monitored, scrutinised and reported.

It was therefore proposed that a single report be developed to demonstrate progress and each Scrutiny Committee would receive a presentation of the progress made in the period from the perspective of that Committee's Terms of Reference. The resulting comments from each Committee would be drawn together to provide an holistic assessment of performance and be considered by Cabinet at a meeting dedicated to the Corporate Plan. A 'Performance Cabinet' meeting would provide an opportunity for Cabinet Members to present progress from the perspective of their portfolios and identify how the activity underway across the organisation was working together to deliver the Annual Delivery Plan and overall Corporate Plan. At the first meeting of each Scrutiny Committee following the Annual Meeting, it was further proposed that a presentation would be given of the Annual Delivery Plan in the context of the Corporate Plan and Terms of Reference of the Committee.

The officer concluded the presentation of the report by advising that following consideration by the Committee, Cabinet would be asked to consider the Committee's views and review and endorse the draft Corporate Plan 2020-25 as the basis for referral to Council for approval.

A Committee Member remarked that in his view the consultation with the Vale 50+ Strategy Forum had provided good feedback, particularly in relation to the importance of public transport and the difficulties experienced in getting through to the Council's Contact Centre. The Member emphasised that the Plan should answer those who had been consulted for feedback, and that the Council should in turn ensure that their needs were met.

Another Committee Member then asked whether the Corporate Plan had been prepared in collaboration with other documents that were referred to Scrutiny Committees for consideration (for instance the Capital Strategy), or whether these were drafted separately to one another. As the Corporate Plan aimed to give an overall idea of the direction in which the Council was moving, he was interested to know whether it informed other key Council documents and what the process behind this looked like. The officer confirmed that there was collaboration involved in the development of the Corporate Plan alongside other key documents, and a series of conversations take place between officers during the preparation of all significant Council strategies such as the Corporate Plan. He highlighted that whilst the aim of the Corporate Plan was to set out the Council's strategic commitments and provide a framework within which services were to be delivered, these were ultimately subject to the availability of resources, and the extent to which commitments could be delivered upon would be subject to the availability of funding to support the work.

The Chairman highlighted that the consultation with the Youth Cabinet had raised some good points and noted that this demographic had their own concerns and issues which should be addressed by the Corporate Plan, Cabinet and the Scrutiny Committees. The Chairman also asked how the draft Annual Delivery Plan was progressing. In response, the officer advised that sessions with Heads of Service had recently concluded in the development of their Service Plans. In parallel, conversations were underway with Cabinet and the Corporate Management Team

regarding the identification of important priorities and what they would like to see being prioritised in the coming year. These would be brought together in the Annual Delivery Plan, a draft of which was to be considered by Scrutiny Committees in March / April 2020. The officer also expressed a commitment to collaborating with external partners, assuring that the Council would not be aiming to tackle larger scale issues such as Climate Change on its own.

A Committee Member remarked that when the initial draft of the Plan had been brought to Scrutiny Committees for consideration, she had expressed concern regarding the depth of the consultation that would be taking place and in particular to the issue of equalities and ensuring that harder to reach groups' voices were heard. The Member continued by expressing the view that it was important now to manage the expectations of those who had responded to the consultation, and a conversation should take place about feedback, explaining to consultees why choices had been made about the inclusion of priorities in the revised Plan. The officer acknowledged the Committee Member's concerns regarding the depth of the consultation and continued by further acknowledging the need for ongoing conversations to take place with consultees, and in publishing the Delivery Plan the Council needed to be specific regarding the activity that was being undertaken in relation to delivering the objectives within the Corporate Plan. In conclusion the officer took the opportunity to assure Members that his Service area was up for the challenge and would continually be monitoring progress.

The Chairman thanked the Officer for his comprehensive report to the Committee, and there being no further questions, it was subsequently

RECOMMENDED –

- (1) T H A T the draft Corporate Plan 2020-25 be noted.
- (2) T H A T Cabinet be requested to ensure that appropriate feedback is given to consultees e.g. Youth Cabinet etc.

Reasons for recommendations

- (1) Having regard to the contents contained therein and the discussions at the meeting.
- (2) To ensure that feedback to responses is acknowledged.”