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AGENDA

Committee ECONOMY & CULTURE SCRUTINY COMMITTEE

Date and Time of Meeting THURSDAY, 4 JUNE 2015, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor McKerlich (Chair)
Councillors Dilwar Ali, Ralph Cook, Howells, Hyde, Javed, Stubbs,
Weaver and Darren Williams

*Time
approx.*

1 **Appointment of Chairperson**

To note that at the Annual meeting of Council held on 21 May 2015, Councillor Rod McKerlich was appointed as Chairperson of this Committee.

2 **Membership of Committee**

To note that at the Annual meeting of Council held on 21 May 2015, Councillors McKerlich (Chairperson), Dilwar Ali, Ralph Cook, Nigel Howells, Keith Hyde, Mohammed Javed, Ed Stubbs, Chris Weaver and Darren Williams were appointed as Members of this Committee.

3 **Terms of Reference** (*Pages 1 - 2*)

To agree the Terms of Reference for the Economy & Culture Scrutiny Committee.

4 **Apologies for Absence**

To receive apologies for absence.

5 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

6 Directorate Delivery Plans 2015 - 2017 (Pages 3 - 178) 4.35 pm

- a. Communities, Housing and Customer Services (4.35pm)
Councillor Sarah Merry (Cabinet Member – Education and Skills) and Councillor Peter Bradbury (Cabinet Member, Community, Development, Co-operatives & Social Enterprise) will be in attendance, and may wish to make a statement; Sarah McGill (Director – Communities, Housing & Customer Services) will also be in attendance;
- b. City Operations (4.55pm)
Councillor Peter Bradbury (Cabinet Member, Community, Development, Co-operatives & Social Enterprise) will be in attendance, and may make a statement. Councillor Bob Derbyshire is unable to attend. Chris Hespe (Director of Sport, Leisure and Culture) will also be in attendance;
- c. Economic Development (5.15pm)
The Leader, Councillor Phil Bale (Economic Development & Partnerships) will be in attendance, and may make a statement; Neil Hanratty (Director of Economic Development) will also be in attendance;

7 Cabinet Response to 'Cardiff Central Market and Historic Arcades' Inquiry (Pages 179 - 192) 5.50 pm

The Leader, Councillor Phil Bale (Economic Development & Partnerships) will be in attendance, and may make a statement; Neil Hanratty (Director of Economic Development) will also be in attendance;

8 Great Western Cities (Pages 193 - 220) 6.10 pm

The Leader, Councillor Phil Bale (Economic Development & Partnerships) will be in attendance, and may make a statement; Gareth Newell (Operational Manager) will also be in attendance;

9 Annual Report 2014/15 (Pages 221 - 252) 6.45 pm

10 Work Programme for 2015/16 (Pages 253 - 258) 6.50 pm

11 Correspondence (Pages 259 - 286) 7.00 pm

12 Date of next meeting

Thursday 9 July 2015 at 4.30pm.

Marie Rosenthal

County Clerk & Monitoring Officer

Date: Friday, 29 May 2015

Contact: Andrea Redmond, 029 2087 2434, a.redmond@cardiff.gov.uk

Terms of Reference

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration

The Committee is responsible for looking at the following areas:

- Cardiff Business Council
- Inward Investment and the marketing of Cardiff
- South East Wales Economic Forum
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

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**CITY & COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD**

ECONOMY AND CULTURE SCRUTINY COMMITTEE

4 JUNE 2015

**DRAFT DIRECTORATE DELIVERY PLANS 2015 – 2017:
ECONOMIC DEVELOPMENT, CITY OPERATIONS, AND COMMUNITIES, HOUSING
& CUSTOMER SERVICES DIRECTORATES**

Purpose of Report

1. To provide Members with background information to facilitate the scrutiny of the Directorate Delivery Plans relevant to this Committee, in order to assist in pre-decision scrutiny.

Scope of Scrutiny

2. This item will enable Committee to pass comments to the Cabinet to consider when they receive the Directorate Delivery Plans. At this meeting Committee can scrutinise:
 - The Directorate's contribution to delivering the Council's Corporate Plan 2015-17 and the Organisational Development Programme, via the commitments detailed in the Action Plan;
 - The milestones and timescales for delivering the commitments in 2015 -16;
 - The resources it has to deliver these commitments in 2015-16;
 - The challenges it faces as a service in 2015-16;
 - The Directorate's key achievements during 2014/15.

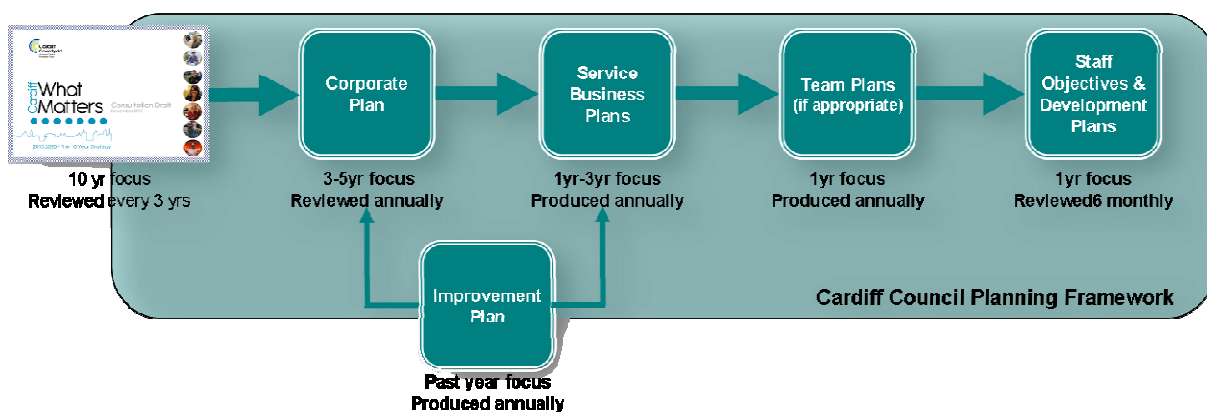
Background

3. The Corporate Plan 2015-17 was approved at Council on 26 March 2015. It sets out four key priorities for Cardiff:
 - Education and skills for people of all ages;

- Supporting people in vulnerable situations;
- Sustainable economic development as the engine for growth & jobs;
- Working with people and partners to design, deliver and improve services.

4. The accompanying report stated that ‘Directorate Delivery Plans will 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. 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.’¹

5. The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and the Directorate Delivery Plans (listed as Service Business Plans) being considered at the meeting.



¹ Points 10 and 11, Corporate Plan 2015-2017 Cover Report – Agenda Item 2 Cabinet Meeting 19 March 2015

Item 4a. Draft Communities, Housing and Customer Services Directorate Business Plan

6. Members are reminded that much of the work of this Directorate falls outside the remit of this Committee. Relevant to this Committee's terms of reference are libraries, adult community learning and hubs (where library provision is included).
7. The Communities, Housing and Customer Services Directorate Business Plan (**Appendix A**) identifies the directorate's key achievements from 2014/15 and outlines the contribution that the directorate will make in 2015 -16 to the Council's improvement priorities, and Corporate Plan (pages 6 – 17).
8. The Action Plan (found from **page 20 of Appendix A**) details what actions will be taken and how success will be measured. The Action plan is split into four sections:
 - Corporate Plan Commitments
 - Core Business Priorities
 - Planning for the Future
 - Measures (performance measurement).
9. To assist Members, listed below are the relevant *Corporate Plan (Directorate / Service) Commitments* that fall within the terms of reference of this Committee. Members will find relevant milestones listed alongside these commitments in **Appendix A**.
 - Adult Learners achieve their potential (App A - page 20)
 - Increase the number of accredited courses delivered to priority learners by March 2016
 - Increase the number of courses for priority learners held in Communities First Areas by March 2016
 - Increase enrolments for priority learners on a year by year basis by March 2016
 - Communities and partners are actively involved in the design, delivery and improvement of highly valued services. (App A - page 24)

- Progress the agreed Community Hubs Strategy by opening a Grangetown Hub (Sept 2015), launching the new Rumney Partnership Hub, developing the new STAR Hub (March 2016) and bringing forward consideration opportunities for future hub development in: Llandaff North, Fairwater, Llanishen, St Mellons.

10. Each Action in the *Action Plan* has its own reference number and shows the linkages to the Corporate Plan Priority and Improvement Objective, the Medium Term Financial Strategy and the partners that are involved in work.

11. The section on *Core Business Priorities* contains the commitments listed below that fall within the terms of reference of this Committee. Members will find relevant milestones, performance measures and evidence references listed alongside these priorities in **Appendix A**:

- Delivery of sustainable operating Adult Community Learning (ACL) model that both meets the requirements from the ACL Policy and identifies cost neutral/ income generating opportunities (App A - page 39)
- Align Central Library with the Hub Strategy by developing a co-located service model within the Central Library building (App A - page 45)
- Report on the 1st year of the fifth framework of the Welsh Public Library Standards (App A - page 45)
- Implement Library Strategy (App A - page 46).

12. The section on *Planning for the Future* contains the following potential impacts that fall within the terms of reference of this Committee. Members will find relevant mitigating actions, performance measures and evidence references listed alongside these in **Appendix A** (App A - page 49).

- Without the implementation of the Libraries Strategy, the only option for the service to achieve the required cost savings is through an immediate closure of its branches or significant reduction of the book fund.
- Scoping and securing income generation opportunities within ACL Learning for cost recovery programme for sustainability.

13. The *Key Performance Indicators* section (pages 52 to 56 in **Appendix A**) contains a range of indicators which will be used by the Council to determine the performance of the City Operations Directorate. These will form the basis of performance monitoring reports for the year.

Item 4b. Draft City Operations Directorate Delivery Plan

14. City Operations is a new Directorate formed in April 2015 incorporating the former Directorates of Environment, Strategic Planning, Highways, Traffic and Transportation and part of Sport, Leisure and Culture. The remit of this Committee includes the following areas of the City Operations Directorate (formerly these sat within the Sport, Leisure and Culture Directorate);

- Cardiff Harbour Authority;
- Leisure Services;
- Parks and Green Spaces.

15. The City Operations Directorate Delivery Plan (**Appendix B**) identifies the contribution that the directorate will make in 2015 -16 to the Council's improvement priorities, and Corporate Plan. The priorities and actions relevant to this Committee's terms of reference are:

Priority - Sustainable Economic Development as the Engine for Jobs and Growth - Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure:

Actions:

- Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015
- Production of a Parks and Green Spaces Vision
- Complete the procurement process for leisure centres.

Priority - Working with people and partners to design, deliver and improve services
- Communities and partners are actively involved in the design, delivery and improvement of highly valued services.

Actions:

- Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016.
- Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016.

16. Pages 11 and 12 of **Appendix B** set out the key aspirations for 2015-16 for the City Operations Directorate. Those relevant to this Committee's terms of reference are:

- Host the Rugby Union World Cup (8 matches) and the Ashes Cricket.
- Scope out the prospect of a bid by Cardiff for the European Capital of Culture 2023.
- Produce a Vision for Parks and Open Spaces.
- Implement new income generating schemes and opportunities across leisure and parks.
- Ensure that facility management procurement process for leisure centres delivers the best financial and operational outcomes for Cardiff.
- Transfer to the community as many of the facilities as possible which are currently used as Play Centres.
- Implement new income generating schemes and opportunities
- Deliver new masterplan for the bay area.
- Continue momentum to further reduce sickness absence levels.

17. The Action Plan (found from **page 17 of Appendix B**) details what actions will be taken and how success will be measured. The Action plan is split into four sections:

- Corporate Plan Commitments
- Core Business Priorities

- Planning for the Future
- Measures (performance measurement).

18. To assist Members, listed below are the relevant *Corporate Plan (Directorate / Service) Commitments* that fall within the terms of reference of this Committee. Members will find relevant milestones listed alongside these commitments in **Appendix B**.

- Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015 (App B - page 21)
- Conclude the procurement process for Leisure Centre operator and introduce preferred new operating model (App B - page 32)
- Transfer Cardiff International Sports Stadium to Cardiff and Vale College (App B - page 32)
- Complete the Strategic Framework for Sport and Leisure Facilities (App B - page 33)
- Find a new management operator for Canton Community Centre and transfer responsibility by September 2015 App B - (page 33)
- Community Asset Transfer of Maes-y-Coed and Plasnewydd Community Centres (App B - page 33)
- Development of Star Hub (App B - page 34)
- Remodel Eastern Leisure Centre (App B - page 34)
- Insole Court Renovation and transfer to Trust (App B - page 34).

19. Each Action in the *Action Plan* has its own reference number and shows the linkages to the Corporate Plan Priority and Improvement Objective, the Medium Term Financial Strategy and the partners that are involved in work.

20. The section on *Core Business Priorities* contains the commitments listed below that fall within the terms of reference of this Committee. Members will find relevant milestones, performance measures and evidence references listed alongside these priorities in **Appendix B**.

- Through the Joint Venture with Cardiff Metropolitan University, plan, maintain, develop and review Sport & Physical Activity Programmes through Neighbourhood Management structures. (App B - page 47).
- Continue to work with Governing Bodies, Sports Clubs / Associations and key stakeholders to improve provision for Sport & Physical Activity and develop arrangements for alternative delivery models (App B - page 47).
- To undertake service reviews and implement / deliver improvement plans for Parks services (App B - page 47).
- Strengthen partnerships with third sector organisations contributing to the management and development of the Councils Parks and Green Spaces through the establishment of a Volunteer Development Partnership Group (App B - page 48).
- In conjunction with project partners put in place arrangements that ensure the sustainability of Flat Holm Island (App B - page 48).
- To review Cardiff's Parks & Green Spaces Strategy (App B - page 48).
- In conjunction with partner organisations continue to provide a comprehensive programme of Apprenticeships, Traineeships and work experience placements (App B - page 49).
- Through the Parks Partnership Programme, secure external funding to enable improvements to the city's Parks & Green Spaces. (App B - page 49).
- Maintain Green Flag status of nine of the Council's Parks and Green Spaces (App B - page 49).
- Leisure Centres – reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation (App B - page 50).
- Increase income at Cardiff International White Water and Sailing Centre (App B - page 50).

21. The section on *Planning for the Future* contains the following potential impacts that fall within the terms of reference of this Committee. Members will find relevant mitigating actions, performance measures and evidence references listed alongside these in **Appendix B**.

- Potential significant reductions in budget for parks and green spaces resulting in reduced provision and / or quality of service.

- Envisaged reduction in funding for leisure centres. Need to ensure no leisure centre closures.

22. The *Key Performance Indicators* section (pages 67 to 72 in **Appendix B**) contains a range of indicators which will be used by the Council to determine the performance of the City Operations Directorate. These will form the basis of performance monitoring reports for the year.

Item 4c. Draft Economic Development Directorate Delivery Plan

23. The majority of the Economic Development Directorate falls within the remit of this Committee, apart from the Neighborhood Regeneration section, which the Communities and Adult Services Scrutiny Committee has the lead in scrutinising, and the Corporate Property & Estates section, which the Policy, Review and Performance Scrutiny Committee has the lead in scrutinising.

24. The Economic Development Directorate Delivery Plan (**Appendix C**) identifies the directorate's key achievements (pages 5 – 6) from 2014/15 and outlines the actions that will be undertaken to help achieve the Directorate's key aspirations for 2015 -16 aligned to the Council's improvement priorities, and Corporate Plan (pages 7 – 8).

25. The Action Plan (found from **page 13 of Appendix C**) details what actions will be taken and how success will be measured. The Action plan is split into four sections –
 1) Corporate Plan Commitments
 2) Core Business Priorities
 3) Planning for the Future
 4) Measures (performance measurement)

26. To assist Members, listed below are the relevant *Corporate Plan (Directorate / Service) Commitments* that fall within the terms of reference of this Committee. Members will find relevant milestones listed alongside these commitments in **Appendix C**.

- Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016 (App C - page 12).
 - Deliver the Central Square redevelopment

- Progress the Public Sector Hub proposal
- Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery (App C - page 13).
- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016 (App C - page 13).
- Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016 (App C - page 14).
- Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020 (App C - page 14).
- Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016 (App C - page 18).
 - To secure £300k savings (including the £300k target from 14/15 brought forward), through the conclusion of the procurement process for the Arts Venue.
 - Operator(s) and introduction of a new operating model by the end of Quarter 4.
 - To establish a Cardiff Cultural Consortium to drive forward the future cultural agenda of the Capital City by June 2015.
 - To develop a business case for the establishment of Cardiff Heritage Trust to be operational by 1st April 2016.
 - To work with the Cultural Consortium to scope the feasibility of a European Capital of Culture 2023 bid.

27. Each Action in the *Action Plan* has its own reference number and shows the linkages to the Corporate Plan Priority and Improvement Objective, the Medium Term Financial Strategy and the partners that are involved in work.

28. The section on Core Business Priorities contains the commitments listed below that fall within the terms of reference of this Committee. Members will find relevant milestones, performance measures and evidence references listed alongside these priorities in **Appendix C**.

- Progress construction of Ice Rink in the International Sports Village (App C - page 20)

- Review the masterplan for the International Sports Village (App C - page 20)
- Review arrangements for self help tourism advice in the city centre following the restructure of TIC (App C - page 21)
- Respond to the outcome of Welsh Government's feasibility study on a South Wales Bid for Commonwealth Games 2026 (App C - page 21)
- To seek £15k sponsorship for the specific provision of City Centre Christmas Trees by September 2015. (App C - page 21)
- To work with partners to deliver the capital's event calendar for 2015/16 and to partner a bid for at least one new high value future international event by April 2016 e.g., Rugby World Cup (App C - page 21)

29. The section on Planning for the Future contains the following potential impacts that fall within the terms of reference of this Committee. Members will find relevant mitigating actions, performance measures and evidence references listed alongside these in **Appendix C** (pages 23 – 24).

- Progress the Digital Advertising Strategy.
- Progress proposals for a city centre Business Improvement District.
- Explore new operating model for Economic Development Service (Business & Investment).
- Financial pressures on cultural venues e.g. Castle, Cardiff Story Museum and Norwegian Church.
- Need to reduce net cost of St David's Hall and the New Theatre.

30. The *Key Performance Indicators* section (pages 25 to 28 in **Appendix C**) contains a range of indicators which will be used by the Council to determine the performance of the City Operations Directorate. These will form the basis of performance monitoring reports for the year.

Way forward

31. The relevant Cabinet Members and Directors have been invited to attend to give a presentation on their areas of the Directorate Delivery Plans and to answer Members' questions.

32. Members may wish to explore the following areas:

- Whether the Directorates are supporting delivery of the Corporate Plan via the commitments detailed in the Action Plan;
- Whether the milestones and timescales for commitments are appropriate and achievable;
- What the arrangements are for monitoring implementation of the Business Plan commitments;
- Whether the performance measures are appropriate and fit for purpose;
- The Directorates' resource levels and whether these are sufficient to resource the commitments in the Action Plan;
- How the Directorates' are planning for the future; and
- The Directorates' key achievements during 2014/15.

Legal Implications

33. 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

34. 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.

RECOMMENDATIONS

The Committee is recommended to:

- Consider the information in the report, appendices and provided at the meeting;
- Decide whether they would like to make any comments to the Cabinet;
- Decide the way forward for any future scrutiny of the issues discussed.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

29 May 20145

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Communities, Housing and Customer
Services Directorate Business Plan
2015/16



Communities, Housing
& Customer Services

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Introduction

Corporate Business Plan

The City of Cardiff Council can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities. Three tightly focused priorities have been maintained and a fourth priority introduced which recognises the need to change the way services are delivered.

Our priorities:

- Education and skills for people of all ages;
- Supporting people in vulnerable situations
- Sustainable economic development as the engine for growth and jobs;
- Working with people and partners to design, deliver and improve services.

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

Measuring Progress

To ensure there is a clear accountability for delivering each objective a Lead Member, or in some instances Members, are identified. The delivery of the Corporate Plan will be monitored through the Council's strengthened Performance Management Framework, including:

- Performance Challenge sessions of the Council's Senior Management Team;
- Joint Cabinet and Senior Management Team Performance Challenge meetings;
- A Challenge Forum involving Members; Senior Officers and external peer support to challenge the Council's progress against its improvement journey and delivery of the Corporate Plan.

Aligned monitoring and reporting cycles for finance and service performance information will further support this and afford far greater visibility of the Council's overall performance position – against which progress will be monitored on an ongoing basis

Key Terms

City Wide Outcomes

- Seven high level outcomes which have been agreed with partners, and are contained in Cardiff's Single Integrated Plan – "What Matters".
- Achieving these outcomes require action across a range of organisations.

Council Priorities

- The Council's priorities recognise the most important areas that need to be addressed in the short to medium term.

Improvement Objectives

- For each priority 2-3 Improvement Objectives have been identified. These reflect specific areas where the Council wishes to see improvement.
- Improvement Objectives are expressed clearly and simply, to explain the future condition (or specific outcome) we want to achieve.

Commitments

- Commitments are specific initiatives that the Council will undertake to deliver the Improvement Objectives and contribute to City Wide Outcomes

Measuring Progress

- Progress will be measured by a basket of indicators.
- These will include nationally set indicators (known as NSIs and PAMs), service improvement data which is collected by local authorities across Wales, and local indicators chosen by the Council.

The Policy Framework



Core Business – Housing & Communities

Council Housing

- The service manages and maintains 13,663 council homes, 1,197 leaseholder properties and 2 Gypsy sites across the city.
- The **Community Maintenance Service** manages and provides a responsive maintenance and improvement service that ensures homes are of a decent standard and are safe and secure. The service also carries out a planned programme of improvements and delivers disabled adaptations for both council and private properties.
- The **Tenancy Team** ensures that Council tenants and leaseholders comply with their tenancy conditions, offering help and advice to tenants. The team ensures that properties are occupied and well looked after and takes enforcement action where necessary to ensure that this is the case.
- The **Finance Teams** work to prevent and recover rent arrears, housing benefit overpayments and recoverable repairs.
- The **Caretaking Services Team** aims to maintain the cleanliness of over 800 Council blocks.
- The housing **Anti-Social Behaviour Team** works with those suffering from anti-social behaviour, as well as the perpetrators, to resolve the issue where possible, or to take action against the perpetrator if necessary.

- The Social Lettings Unit manages the Common Housing Waiting List and the Common Allocation process, working closely with Housing Associations to ensure that properties are let to those most in need. The unit also manages empty properties (voids) and ensures they are let promptly.

The Benefit Service

- The Service helps nearly 38,000 households within Cardiff to pay their rent or their Council Tax through payment of Housing Benefit and Council Tax Benefit. The Service also assesses claims for free school meals.

Community Hubs

- The service manages community hubs in St Mellons, Llanrumney, Ely and the City Centre Advice Hub in Marland House and provides key services in the Butetown Hub. All Hubs offer a wide range of services such as library services, housing and benefit advice, Into Work advice and general Council enquiries such as waste management and street lighting.

Advice Services

- The **Housing & Benefit Enquiry** service provides Housing, Benefit and related advice across the city and by telephone.
- **Into Work Services** provides job clubs, work based training and provides local labour market support and expertise to employers.

- **Housing Advice** - A new Housing Solutions service is now offered in Hubs across the city with all applicants to the Common waiting list offered tailored housing advice to meet their needs. Cardiffhousing.co.uk website offers information about rented and affordable accommodation in Cardiff and aims to help those looking for a home to make choices about the most suitable option for them. It also offers landlords the opportunity to advertise their properties, provides information about required accommodation standards, accreditation options and other issues.
- **Money Advice** is provided by the Council's Money Advice Team in the Advice Hub in Marland House. The Advice Hub also provides a range of other advice from partners such as Citizens Advice Bureau on a wide range of issues such as welfare benefits Council Tax, Debt, Consumer, Savings, Loans, Gas and Electricity.



Housing Policy Team

- Responsible for delivering the Council's strategic housing function and for developing the Housing Strategy.
- Responsible for quality of services and for working with Cardiff tenants to promote participation in housing management.
- The team also manages the Council's Corporate Grants process.

Homelessness

- Manage the Council's homelessness duties, including the provision of hostels and the management of temporary accommodation, providing housing advice and housing options.

Independent Living Service

- Helps clients' independent living and quality of life within their own home environment, by providing a holistic service including advice about specialist housing solutions, disabled adaptations, income maximisation and activities to prevent social isolation .
- The service also provides targeted loans to older people to repair homes within the private sector.



Supporting People

- The Supporting People programme delivers housing-related support to vulnerable clients in a variety of settings. Services are provided in house and by a range of partner support providers.

Neighbourhood Regeneration

- Coordinates neighbourhood regeneration strategies and improvement programmes.
- Implements local regeneration programmes, including neighbourhood renewal schemes, estate regeneration and alley-gating.
- Improves local community facilities and amenities, including the Hub development projects and Community Shopping Centres regeneration.

Housing Development

- Delivers the Social Housing Grant programme throughout Cardiff working with Registered Social Landlords (RSL) to deliver new Affordable Housing schemes and manage the delivery of the Council's Low Cost Home Ownership Scheme.
- Implements stock remodelling/improvement schemes focusing on removing hard-to-let properties and tackling issues associated with poor design, inappropriate stock and anti-social behaviour.
- Delivers new build council housing projects such as the Housing Partnership Programme and develop strategies to improve Housing Revenue Account (HRA) Land & Assets.
- Manage enquiries relating to the management and sale of HRA land.
- **The Compliance Team** co-ordinates programmes of work and associated resources in relation to the HRA. It also plans, checks and reviews issues of Health and Safety compliance for the service area incorporating internal and external workforces and other stakeholders.

Core Business – Communities & Customer Services

Corporate Customer Service Team

- Our **Corporate Complaints Team** has corporate responsibility for complaints sent to the Council. Support is provided to all service areas, including training and ensuring that all service areas adhere to the Council's Complaints Policy. The team also liaise and advise service areas who require support when dealing with customer complaints and act as the first point of contact for the Public Services Ombudsman for Wales.
- The **Member Enquiry Service** is facilitated by this section and our staff are here to support Members who require assistance with their enquiries, produce reports on enquiries uploaded onto the system, ensure enquiries are answered within required timescales and support our Service Area Co-ordinators who require support using the system.

Adult Community Learning

Adult Community Learning provides a broad range of adult learning opportunities in a variety of locations across the city. The courses are targeted at a wide spectrum of learners, from those living in the most deprived areas of the city who are disengaged from learning and in need of further education or training; and those wanting to participate in learning as a recreational activity or for personal development, health and wellbeing.

Technical Corporate Customer Service Team

- To develop a customer management strategy.
- To manage and develop the Council's web presence.
- Single Customer View – developing a customer management approach through the use of new technologies (e.g. SAP CRM).

Cardiff 24/7 Services

Cardiff 24/7 Services offer a number of services to a diverse range of customers across the city. Many of the services delivered are available across the 24 hour period on each day of the year including bank & public holidays;

- Telecare Cardiff provides a 24 hour support service to over 3500 customers through dispersed and hard wired alarms, sensors and monitors. The team includes a Mobile Response Warden Service which provides assistance to people in their own homes often at times of distress (e.g. a fall). This service is accredited by the Telecare Services Association.
- Sheltered Accommodation Services provide approximately 300 older people with a scheme managed housing provision.
- Out of Hours Services- Call and incident management for a range of council and partner agencies.
- Concierge Services at 2 high rise accommodation blocks.



Connect to Cardiff

C2C offers access through 11 channels including a bilingual telephone service, email, web chat, fax, SMS text messaging, voicemail, Minicom, internet and letter. C2C is open 8:30am – 6pm Monday to Friday. C2C handles and signposts all council related enquiries and our core services are:

- Council House Repairs
- Waste Management
- Council Tax & Recovery
- Housing benefit and Council Tax reduction
- Highways defects, including faults to street lights
- Parking Enforcement & moving traffic contraventions
- Adult Contact & Assessment

Libraries

Cardiff Libraries deliver reading, information and digital services to the citizens of Cardiff. This is achieved through a network of buildings across the city including:

- Central Library,
- 17 full-time branch libraries (2 within leisure facilities, 3 Community Hubs),
- 3 part-time branch libraries,
- A prison library within HMP Cardiff,
- Stacks and Stock Support Department
- A mobile and housebound service

The Communities, Housing and Customer Services Directorate has supported the City of Cardiff Council in achieving its overall aims for change. This includes leading on the approach to customer service that improves the customer experience whichever channel they choose to interact with us, whether this is via phone, internet or face-to-face. The directorate has also been a key driver, reorganising services to show that we can meet some of our budgetary challenges through reshaping services as opposed to ceasing the services.

Our priorities:

- **Education and skills for people of all ages** [page 5](#)
- **Supporting vulnerable people** [page 6](#)
- **Sustainable economic development** [page 9](#)
- **Working with people and partners to design, deliver and improve services** [page 10](#)

Education and Skills for people of all ages

Adult Community Learning:

Adult Community Learning (ACL) has undergone a notable transformation following several challenges including significant reductions on Welsh Government ACL grant funding. As a result of these financial challenges, the ACL programme was split into 2 programmes; Learning for Work and Learning for Life. Learning for Work continues to be a programme funded by Welsh Government focussing on 'priority learners':

- Anyone aged 16 and above accessing an ACL basic skills and/or ESOL programme, including contextualised basic skills and citizenship courses

The Learning for Life 'recreational' programme is not eligible for grant funding and has been based on a cost neutral model for what are termed as 'non priority learners'. A large proportion of these learners (65%) are aged over 50 and these courses have a fee attached, however there is also a concessionary rate available. In the 1st year of splitting this programme, the cost neutral programme has to date, been sustainable. This was achieved through taking a more business minded approach including a reduction in spend on buildings, improved marketing of the service and delivery of courses.

- Those who are not currently in education, training or employment and are in receipt of state benefits or support (excluding state retirement pension)
- Those aged 50 plus who are not in full-time employment
- There is also a DICE (Disability Inclusion in Community Education) programme that is included within both the grant funded and cost neutral programmes

across the city to help and support people to 'Get Online'. This has proved hugely successful and there are currently 41 volunteers assisting. This has helped people to gain confidence and invaluable work experience.

- 10 of these volunteers have been successful in finding paid employment, using the volunteering experience as a stepping stone back into work

now allocate approximately 50 vouchers a month.

- Assistance was provided for 119 families affected by the benefit cap through awarding them a Discretionary Housing Payment and working in close collaboration with the Into Work Advice team.

- 17 have found employment and are therefore no longer affected by the cap,
- All were helped with budgeting and debt and were assisted to apply for grants / discounts and benefits that they were entitled to,
- Nine have been awarded PIP or ESA (support) which means they are no longer affected by the cap.

Supporting vulnerable people

Into Work Advice:

Overall client footfall has doubled across the city since the redesign of the Local Training and Enterprise to the new Into Work service. Drop-in job clubs are now used to assist more job seekers rather than one to one CV appointments. This empowers the client to become more digitally included and also ensures more people have instant access to the help and support they need to find employment. Key achievements of this service include:

- 3 jobs fairs have been held, with over 150 employers and thousands of job seekers attending.
- The number of people attending accredited work skills training has doubled and the number of people attending non accredited training has increased nearly 10 fold since April 2014.
- The pass rate for the accredited courses remains high with an average of 91% passing.
- Guaranteed interview events have been piloted in two community hubs by the Into Work team that has resulted in over 50 clients finding employment.
- In conjunction with Communities 2.0 a new volunteering co-ordinator post was created to recruit volunteers from

Advice:

During the past year the **Advice Team** has provided assistance to citizens with a variety of different needs, including:

- The team assisted clients to obtain over £5.1 million in previously unclaimed benefits and to obtain over £290,000 in one off payments.
- The team became a distributor for food bank vouchers, as previously there was no central point at which those in need could apply. The team

Intermediate Care Fund:

Intermediate Care Fund was set up by Welsh Government to drive forward collaborative working between Social Services, health and housing and with Third and Independent Sector partners. The Fund will support people to maintain their independence and remain in their own home. It will be used to avoid unnecessary hospital admissions, inappropriate admissions to residential care, as well as preventing delayed discharges from hospital.

As part of the project during 2014/15 the following was achieved:

Independent Living Gateway:

The Directorate piloted a new Independent Living Service. The main priority for this service is to provide a holistic service to our over 60 residents to enable them to remain independent and in their own homes. This holistic approach saw the joining up of services such as disabled facilities grants, welfare benefits, housing benefits, financial assessments, assisted waste service and enabled us to provide multi skilled Visiting Officers to deal with a range of council services during one visit to the customer. The pilot explored delayed transfers of care within local Hospitals and saw the recruitment of housing resettlement officers who are based within the hospitals. This project is seeing real results in helping with people being discharged safely to their homes in a timely manner.



This project is aimed at alleviating problems associated with delayed discharge and transfers of care within hospitals. The Step-down units are fully adapted to cater for a wider range of needs therefore they can offer individuals an alternative to remaining in a hospital bed. These units are intended for short-term use whilst a home is being adapted or an individual is adapting to using equipment. The step-down flats offer a homely environment and incorporate;

- Fully functioning hoist systems,
- Height adjustable kitchens,
- Automatic video door entry systems,
- A fully accessible wet room,
- Specialist beds and chairs,
- A specialist toilet,
- A Community Alarm system,
- Automated window openers,
- Mobile care support.

It is anticipated that significant savings from the Health & Social Care budget can be achieved through the use of the step-down flats releasing a hospital bed in a timely way with a high turnover of referrals.

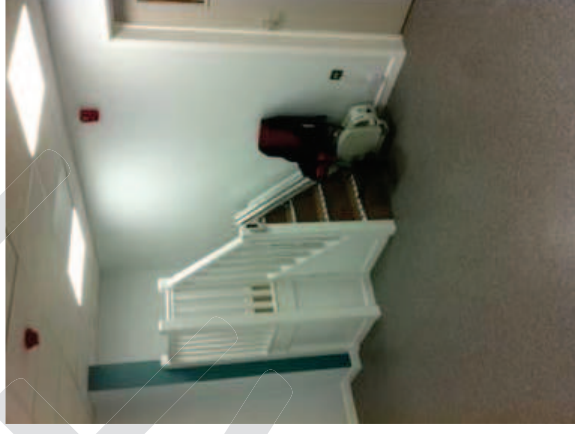
Smart House:

A state of the art 'Smart House' has been developed. The smart house provides a unique training facility which demonstrates a range of rehabilitation and re-ablement equipment as well as aides that promote and sustain independent living.

The new facility is located in the Joint Equipment Service warehouse in Llanishen which offers a secure and managed location.

The facility has been designed to resemble a 2 storey house and includes a range of equipment including; height adjustable kitchen units, through floor lifts, video door entry system, a range of shower/bath rooms, & ceiling track hoist system.

Everyday living aides are also on show. The facility is managed by Cardiff Council and is open to partners and citizens, via a



booking system, to see adaptations and everyday living aides in a domestic setting.

Health & Social Care staff can also be trained at the facility and citizens can try out various equipment such as hoists and lifts, and see first hand what adaptations will look like in their home.

Welfare Reform:

The impact of Welfare Reform continues to be successfully mitigated through the proactive work that the directorate has put in place over the past 12 months, this includes:

- Close working with private landlords,
- Effective use of discretionary housing payments,
- Timely communication with tenants,
- A streamlined process and priority waiting list for those wanting to downsize as a result of the social housing size restrictions,
- Welfare Reform Group is working well in coordinating multi-agency activity and developing appropriate interventions,

- Effective support is in place in the Hubs, with the central Advice Hub providing comprehensive advice services for those affected by Welfare Reform.

The success of this approach is illustrated in a range of performance measures, including

the numbers of tenants that are in rent arrears, where we are currently performing above the average of our local authority partners and registered social landlords in Wales. The approach from Cardiff was strongly commended in the Auditor General's

[‘Managing the Impact of Welfare Reform Changes On Social Tenants Report’](#) in January 2015, which stated that

- *“Good examples include the City of Cardiff Council, which has also included a number of external representatives on their task, and finish group to ensure that they are able to feed into the action plans devised by the Council.”*

- *“While all councils recognise the need to rely*



more on partnership agencies providing services, the extent of this approach across Wales is mixed. Some strong good-practice examples of

effective joint working we identified include the City of Cardiff Council's advice hub”

- *“Effective and clear leadership on welfare reform also varies from council to council. Often it is not clear who the ‘lead’ councillor is, and while the plans tend to be officer rather than councillor led, there is often more than one ‘lead’ officer. The best example of clear accountability was in the City of Cardiff Council, where the Chair and Cabinet member for Health, Housing and Wellbeing headed Cardiff’s approach to welfare reform”*

8 Years No B&B:

Against a backdrop of Welfare Reform changes and a difficult economic climate it is especially pleasing that the directorate recently celebrated 8 years of not placing residents in Bed & Breakfast Accommodation. This is a major achievement as we are the only Authority in Wales to achieve this status. This has been achieved through dedicated partnership working with Registered Social Landlords and service providers, but also through successful management of case work.

Neighbourhood Regeneration:

During 2014/15 we were successful in an application to Welsh Government's Vibrant & Viable Places programme securing £1M grant funding to support regeneration projects in Grangetown. This year has also seen the completion of Phase 1 of the Trowbridge Mawr estate regeneration programme.

We have implemented Neighbourhood Renewal Schemes at:



- Clarendon Road,
- Pethybridge Road,
- Bedford Street,
- Lydstep Park,
- Ann Street,
- Glenwood (Picture above),
- Parc Coed Y Nant.



Delivery of Phase 1 of Beechley Drive shops redevelopment scheme (picture above) was also achieved, along with the installation of 80 new gates under the alley-gating programme for priority lanes. We also completed the final phase of street improvements in North Grangetown Renewal Area.

Community Benefits

All external contractors working for the council are required to put benefits back into the community through a mixture of employment, training and community support. This is measured annually by the Welsh Government.

Over the past year the Council's main contractors have sponsored or made donations, through the Community Benefits scheme, to a variety of projects in Cardiff including:

- After adoption charity
- Children in need
- Big sleep out
- Cardiff food bank

The contractors have also provided over £43,000 worth of in kind contributions (labour, goods and services) including:

- Mentoring
- Provision of kitchen at The Women's Centre
- Painting community facilities

Over the past year the scheme provided apprenticeships for 18 people, with a total of 468 apprenticeship weeks, 10 NVQs were completed through the scheme and 13 work experience/internship weeks took place.

Additional benefits provided included the below contributions through the past year:

- £116,000 to third sector enterprises based in Wales
- £14 million to SME (Small and Medium Enterprises) based in Wales

Cashable benefits provided through the scheme include:

- £19 million direct investment to Welsh based contractors
- £15 million of revenue to businesses based in Wales
- £94,000 in landfill fees saved
- £22,000 in cash donations

Working with people and partners to design, deliver and improve services

Hubs:

The **Hub Programme** is an example of delivering significant savings while at the same time improving face-to-face services available to the residents of Cardiff. It is viewed as an example of best practice and has been commended by Welsh Government with the Deputy Minister stating that he thought Cardiff's approach was the "future for libraries in Wales".

In June 2014, the **Ely/Caerau Hub** opened bringing a range of Council and partner services all under one roof, including housing and welfare advice, into work and digital inclusion training, library and information services, with multi-skilled staff and extended opening hours. Partner organisations such as CAB, the Credit Union and the ACE Communities First team complement the delivery of Council services, while Hafal operate a community café. Since its opening, the hub has been hugely popular with over 110,000 visitors and 6,000 customers receiving advice regarding Benefit matters. Library services are also popular at the Hub with 900 new library users, over 32,000 book issues and over 44,000 internet bookings so far in 2014/15.

Cardiff.Gov.UK:

The development of Hubs are a key way for interacting with customers who either don't have access to the internet or require more intensive support. However, if we are to achieve the savings that the authority needs to make we need to where possible interact with customers through the most efficient channel.

The web

project was led by the directorate and during 2014/15 the council launched



the new corporate website, built within SharePoint. This simplified the website, only putting on critical information that customers need to access quickly. The change was hugely successful and achieved a **4 star SOCITM** review in March 2015, a progression from the 1 star status which had been in place since 2013. Cardiff is the **ONLY** Welsh authority to have achieved 4 stars and be among the top 20 for the best developed local government sites in the UK.



Development of Alarm Receiving Centre:

A review of the services available to customers living in high rise accommodation blocks owned by City of Cardiff Council evidenced the need to upgrade the services for residents to include a new and enhanced remote **Concierge Service** and also the CCTV provision at each site. Work is well underway to deliver a state of the art **Alarm Receiving Centre (ARC)** which will provide a range of services to residents in phase one and a wider customer base in phase 2 of the project.

Libraries:

The provision of libraries are a key component of the hubs programme, however it is identified that the reach of the libraries service could be enhanced through the creation of a Qualified **Neighbourhood Development Librarian**. The funding is made available from the savings associated with the Hub programme and during 2014/15 two posts were created. These have commenced improving the services on offer at the Hubs including running Storytime and Rhymetime sessions, additionally a key aspect of this role is providing outreach library services in the community.

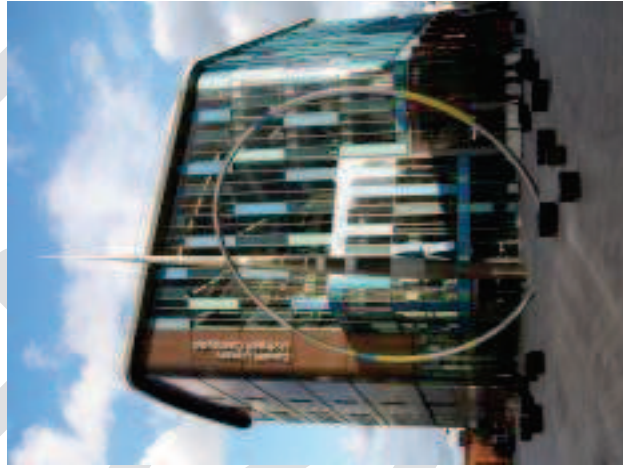


This outreach approach enabled the **Summer Reading Challenge** to achieve an 18% increase in children participating. Library services attended key events such as the Cardiff Bay Beach as well as partnerships with local primary schools.

Libraries in Wales are evaluated against the **Welsh Public Library Standards** and this year was the most successful performance to date, achieving 7 out of the 9 requirements and partially achieving the remaining 2, this was the 3rd and final year of the 4th framework.

Over the past year Central library and stock support has been reviewed and restructured to provide a more efficient service.

Central Library has also successfully delivered the European programme and secured ongoing funding to continue the provision of the European direct information centre within the central library.



CMS Mobile Working & Scheduling Implementation:

In May 2014 CMS and C2C implemented a system where customers can report repairs and obtain an appointment at the first point of contact; the customer is also given text confirmation on booking and a reminder 24 hours prior to the visit taking place. At the same time the Scheduling technology was introduced, mobile working was also introduced for the workforce who now receive

all jobs via a smart phone and all completion information is updated via interface into the back office systems. Since implementation over 70,000 appointments have been made and over 90% of those appointments kept.

During this period a strategic decision was made to increase responsive works carried out internally. To achieve this 20 additional tradespeople have been recruited along with 6 Apprentices. This together with the implementation of mobile working has meant that the amount of jobs completed by the in house workforce has almost doubled since April 2014.

Implementing Allocations Policy:

The new allocations policy was introduced on the 19th of January 2015, prior to the policy being implemented training and briefing sessions were given to over 300 Officers. These involved officers from Cardiff Council, as well as officers from all the Housing Associations, Women’s Aid, BAWSO and many support/advice agencies. The new policy is aimed to assist and house the people with the greatest housing need, rather than those who have been on the waiting list for a long time with no housing need. This ensures that the needs of the applicant and their families are put first. Tailored housing advice is now offered in the Community Hubs across the city.

Solar Panels:

During 2014/15 solar PV panels were installed in 100 council properties on the Trowbridge Mawr estate in Trowbridge. This scheme is being run as an initial trial into wide scale solar panel installation to determine how these systems are used by residents.

The Solar PV systems use the sun’s energy to create electricity which can be used by the tenant through the use of everyday electrical items, benefitting the tenant by reducing electricity bills. The electricity produced by the panels can not be stored and any unused electricity is exported to the Grid. The council receives a payment for every unit of electricity exported.

In addition to improving the energy efficiency rating of each property, this pilot will help the service to better understand potential opportunity for installations to other properties at a later date

The PV systems installed are expected to require very little maintenance as the glass panels are self-cleaning. The panels are also expected to continue to provide a useful source of clean energy for the next 25+ years, it is anticipated that this will create worthwhile financial benefit for our tenants as well as helping to offset carbon dioxide emissions through creation of green energy in Cardiff.

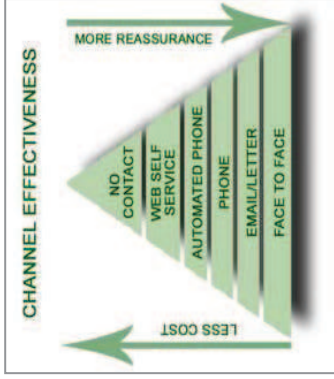
Investment in our housing stock:

Investments have been made to the housing stock to make the buildings more energy efficient and increase their SAP rating. Examples of the works carried out to improve efficiency of Council houses are shown in the table below, as can be seen performance exceeded the challenging targets set:

	Target	Actual 2014/15
Inefficient boilers replaced with ‘A’ rated systems	900	1,200
Over cladding homes to improve energy efficiency	60	122
Installation of solar panels	100	100
Roof replacements	40	58

Aspirations / Challenges for 2015/16

Over the next 12 months reducing budgets mean that we will have to be absolutely clear about the areas that are most important to, and make the biggest difference for, the people of Cardiff. These aspirations are aligned to the Authority's key priorities:



Our priorities:

- **Education and skills for people of all ages** [page 13](#)
- **Supporting vulnerable people** [page 14](#)
- **Sustainable economic development** [page 15](#)
- **Working with people and partners to design, deliver and improve services** [page 16](#)

Education and skills for people of all ages

Adult Community Learning:

Income generation opportunities will continue to be developed over the coming year through the Learning for Life Programme, maintaining a cost neutral programme. Alongside this we will



be maintaining the grant funded Learning for work programme, which meets the needs of learners who are living in areas of deprivation in Cardiff, working to keep learners engaged to complete their course, and increasing their opportunities of further education and employment.



Libraries:

In line with the Hub Strategy, Neighbourhood Development Librarians will continue to be recruited, working out of existing Libraries and Hubs to carry out work in the community. Neighbourhood Development Librarians will be recruited for each Neighbourhood Partnership area in line with the implementation of the Libraries Strategy. The Neighbourhood

Development Librarians will also support the development of the Mobile Library provision for schools, which aims to capitalise on existing funding streams and provide a modern and flexible service to schools across the City. This is part of plans to develop commercial opportunities available to the library service, with the aim of financially supporting the provision, where possible. Another improvement being made to the library service is the upgrade of self service kiosks within Libraries and Hubs. This, along with the implementation of electronic data interchange processes and delivery infrastructure, aims to provide a more efficient, streamlined service while maintaining performance against the Welsh Public Library standards.

24/7 Services & the Alarm Receiving Centre (ARC) Project:

The Cardiff 24/7 Services team are currently undertaking a restructure which will see significant growth in the staffing levels and services available. Growth includes the development of a remote CCTV/ Concierge service and a patrolling locality warden service with the ARC project due to be completed early in the summer of 2015. The centre will provide a Category 1 State of the Art centre, which will facilitate a range of services both for internal Council customers and the wider community of Cardiff and beyond.

Tenant Participation:

Over the coming year, the Tenant Participation team will continue to encourage tenants and leaseholders to get involved and engage with the council via different methods such as the Cardiff tenants website and the Tenants Voice meetings as well as special interest groups and Estate Event days. The Team will continue to work to help bring households out of poverty, with a focus this year on providing funding available for necessary courses to develop work skills.

Independent Living Service:

Following the pilot of the new Independent Living Service in the previous year, this year will see a review of the Service's success and the identification of any issues going forward, working to increase the number of people able to remain in their own homes.

Preparing for Universal Credit

2015/16 will see the start of the implementation of Universal Credit in Cardiff. The service will build on the success of the Advice and Community Hubs in providing banking advice and digital inclusion activities. Services for Council tenants will be developed to provide dedicated support to those making the transition to Universal Credit.

Housing Partnership Project (HPP):

The 2015/16 financial year will see the completion of the procurement exercise to appoint a partner developer for the HPP and the commencement of the building programme. This is a challenging process but by September 2015 a preferred partner developer should be identified. Development of the first site within Phase 1 should commence early 2016. Targets have been included within the business plan for this scheme.

Local Housing Market Assessment:

A Local Housing Market Assessment will be carried out on behalf of the council, to enable us to predict future housing need for the city. The report will enable us to develop a housing needs policy for the next 5 years and feed into a review of older person housing within Cardiff as well as a review of the allocations policy for older persons.

A New Housing Strategy:

A new Housing Strategy will be developed based on the information gathered in the Local Housing Market Assessment, the learning from the new Allocations Policy and a review of homelessness. The new strategy will set the way forward for housing in Cardiff and how this will support vulnerable people into the future.



Sustainable economic development

Empty Council Properties (Voids):

A key challenge for the directorate over the next 12 months is to continue to improve the time taken to return vacant properties back into use with sustainable tenancies, this will include:

- Reducing the number of properties with contractors for repairs for long periods.
- A review of the additional works carried out to properties during void works.
- Carefully monitoring the number of properties becoming vacant, this can fluctuate significantly during year.
- The continued impact of welfare reform
- The introduction of new procedures to let properties without works where possible.



Neighbourhood Regeneration:

During 2015/16 we will begin Phase 2 of the Trowbridge Mawr estate regeneration programme, as well as progressing the existing estate regeneration schemes at Skaithmuir

Road, Hodges Square, Loudoun House and Channel View. We will also progress the Clare Road / Penarth Road regeneration programme through

shop-front and environmental enhancement works. This year we will implement Neighbourhood Renewal Schemes at Wentloog Road, Birchgrove, Trenchard Drive and Llanishen Village. We will also see the establishment of a delivery route for the Maelfa redevelopment scheme, following redefinition of project scope during 2014/15.

A 2 year alley-gating programme will be agreed and we will progress prioritised schemes through the year. The development of an estate regeneration strategy will also take place, to determine future priorities for comprehensive estate improvement schemes.



Working with people and partners to design, deliver and improve services

Hubs:

Following the success of the Hub strategy in 2014/15, we will continue the roll out across the City during the coming year. By Quarter 2 the Central Library Hub will be in place, with the Advice Hub services currently based in Marland House moving into the

Central Library building. The new Hub will also include a digital floor, which will improve on the facilities available for the existing digital inclusion sessions in the

advice hub and provide computer access to those using the library facilities as part of the Welsh Public Library Standards. Later in the year, Rumney Partnership Hub will be launched, following consultation on changes to community provision in Cardiff East. The Hub, located on Llanstephan Road, will provide accommodation for the ECLP Communities First team, as well as library, training, meeting

and interview rooms. This year will see the completion of Grangetown Hub and the St Mellons Hub phase 1 extension, as well as progress works on the future Hubs in Llandaff North, Fairwater, Llanedeyrn and Llanishen. The Hub strategy's link with the Libraries service supports us in achieving the Welsh

Government directive relating to community run and supported provisions.

Cardiff.gov.uk
Following the successful

launch of the new website during the past year, we will continue to develop the council's web presence, with particular focus on increasing transactional activity to allow customers to self-serve when making payments to council departments. To support these developments, a cohesive reporting structure will be formed, to monitor customer

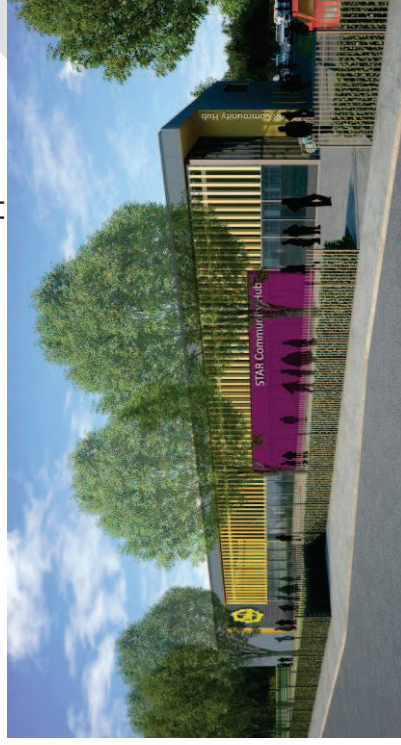
access preferences and inform our channel strategy and channel shift activities.

The delivery of a commercial web vehicle for council service is also planned for this year, as well as the creation of a platform to develop client websites on a cost recovery model.

C2C:

This year will see the implementation of the SAP Customer Relationship Management System, developed to improve the service provided to the public by C2C on behalf of the council as a whole, while reducing costs. The existing C2C application will be replaced by the SAP Customer Relationship Management System on the SAP HANA cloud platform.

In addition to this we will also be expanding C2C in order to maintain a high level of service delivery, including managing the customer contact for the Waste Restrictions Programme, while carrying out service development, alongside taking on responsibility for customer contact in further areas of the council, with plans in place to take over first point of contact Parks enquiries.



Budget:

Budgets	Budget 2015/16		
	Expenditure £'000	Income £,000	Net £'000
Director & Business Support	895	- 374	521
Communities & Customer Services	24,566	-18,411	6,155
Community Maintenance Services	7,950	-7,950	0
Housing & Communities*	218,579	-177,970	40,609
Housing Revenue Account	60,098	-68,098	0
Total	320,088	-272,803	47,285
Target 2015/16 Savings		£2,437	

(*This include Reablement budget of Expenditure - £8,208, Income - £1,581 and net budget of £6,637)

Responding to the budget and demand pressures that the Council and its public sector partners face will mean thinking differently about how many services are designed, delivered and commissioned in the future. This is particular true for those services which, though non-statutory, are highly valued by the residents of Cardiff. The directorate has identified £2,437,000 in savings for 2015/16 all of which will have significant impact however some will require regular monitoring and an action plan to deliver.

Over the next 12 months, during the delivery of this plan, it is acknowledged that the directorate will play a key role in delivering savings.

Employee Estimates 2015-16	
	£
Director and Business Support	793,250
Communities and Customer Services	7,828,050
Community Maintenance Services	4,330,770
Housing and Communities	14,713,780
Housing Revenue Account	13,174,000
	40,839,850

HR Stats

	%	No.
FTE Posts	63%	968
Number of Staff	100%	1,542
Temp (number of staff)	13%	199
Perm (number of staff)	87%	1,343
% of Estimated Leavers (excl Retirements)	0%	0
% of Estimated Retirements	0%	0
% Fixed Overtime	0%	0

The directorate recognises that its workforce is its most valuable asset. Staff are responsible for delivering services across the city and its communities, every day and in delivering this plan, the contribution of staff will be crucial.

Workforce Planning - Within the directorate Workforce Planning takes place in a range of areas, this includes.

Short-Term Planning – As part of the creation of this delivery plan, workshops and management discussions have taken place to identify whether we have enough resources to deliver what we plan to provide on time. As part of this it was decided to create work plans for support staff, detailing times that staff may need to be pulled onto different projects and certain peak times that could create a restriction on leave.

Longer-Term Planning – This looks at ensuring the directorate has a well skilled workforce for the future, and includes programmes such as apprenticeship schemes within Housing Repairs and the 8 week workplace placements for those not in Education, Employment or Training.

Languages – For some of our customers they choose to or have no option but to deal with us in a language other than English it is important that we have the correct language skills. This includes where possible, frontline staff with strong skills in Welsh and community languages.

Age Profile	16-19	20-29	30-39	40-49	50-59	60+
% of Staff	0.3%	14.0%	27.0%	23.0%	26.0%	9.7%
Number of Staff	4.6	215.8	416.3	354.7	400.9	149.5

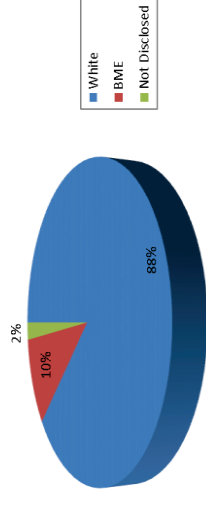
Gender	%	No.
Male	45	694
Female	55	848

Disability	% Yes	% Not Disclosed
	3%	97 %

Welsh Speakers



Ethnicity



Stress Surveys

Due to the changes that the directorate has experienced in recent years and the changes that will take place over the next 12 months, the expectations of staff have never been greater. Although it is also expected that the authorities workforce needs to be more resilient working in an environment of increased workloads, the directorate acknowledges that work-related stress can lead to increased sickness absence and higher labour turnover. The Directorate recognises that working conditions affect worker well-being and employees working in high risk sections complete a stress survey tool to determine current working conditions and enable us to make improvements. This process has previously been carried out for C2C, but over the past 12 months the survey has been carried out on Libraries, Community Alarm and the Scheduling Teams within CMS. Areas throughout the Directorate also have regular Focus Groups where issues can be raised and discussed, and changes implemented to improve the working environment for all.

Action Plan and Performance Measures - Part 1 – Corporate Plan and Cardiff Partnership Priorities

Outcome	People in Cardiff Achieve their Full Potential, Cardiff is a Fair, Just and Inclusive Society, Cardiff is a Great Place to Live Work and Play			
Improvement Objective	Adult learners achieve their potential		Priority	Education and Skills for People of All Ages
Link to Medium Term Financial Strategy	Welsh Government Funding		Partners	Welsh Government, CVCLP, Communities First
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCP1	Increase the number of accredited courses delivered to priority learners by March 2016	John Agnew	Q1 - Review the outcome of term 2 (January-April) putting in place actions for term 3	The review following each term, the launch of the new ACL programme, an increase in priority learners completing accredited courses and going forward into higher education or employment.
			Q2 - Review the outcome of term 3 (April-July) putting in place actions for term 1	
			Q3 - Launch of the new ACL programme	
			Q4 - Review outcome of term 1 (September-December), putting in place actions for term 2	
CHCSCP2	Increase the number of courses for priority learners held in Communities First areas by March 2016	John Agnew	Q1 - Review the outcome of term 2 (January-April) putting in place actions for term 3	The review following each term, the launch of the new ACL programme, an increase in priority learners in Communities First Areas completing accredited courses and going forward into higher education or employment.
			Q2 - Review the outcome of term 3 (April-July) putting in place actions for term 1	
			Q3 - Launch of the new ACL programme	
			Q4 - Review outcome of term 1 (September-December), putting in place actions for term 2	
CHCSCP3	Increase enrolments for priority learners on a year by year basis by March 2016	John Agnew	Q1 - Review the outcome of term 2 (January-April) putting in place actions for term 3	The review following each term, the launch of the new ACL programme, an increase in priority learners enrolling in accredited courses and going forward into higher education or employment.
			Q2 - Review the outcome of term 3 (April-July) putting in place actions for term 1	
			Q3 - Launch of the new ACL programme	
			Q4 - Review outcome of term 1 (September-December), putting in place actions for term 2	

Outcome		People in Cardiff are safe and feel safe, People in Cardiff Achieve their Full Potential, Cardiff is a Fair, Just and Inclusive Society, Cardiff is a Great Place to Live Work and Play			
Improvement Objective		People at risk in Cardiff are safeguarded		Priority	Supporting Vulnerable People
Link to Medium Term Financial Strategy		Capital HRA and General Fund Investment		Partners	Other Council services
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
CHCSCP4	Implement a fully re-commissioned domestic violence support service- to meet the requirements of new legislation whilst offering more integrated provision- by March 2017	Chris O'Sullivan	<p>Q1 - Review current provision of services available and the opportunities to work with partners to undertake joint commissioning.</p> <p>Q2 - Commence development of specification</p> <p>Q3 - Finalise specification for the procurement process</p> <p>Q4 - Commence Commissioning</p>	The review of current provision and agreement outcomes, the development of specifications for the procurement process, the commencement of commissioning. The effective support of victims of domestic violence through a more integrated provision	

Outcome		Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society			
Improvement Objective		People in Cardiff have access to good quality housing		Priority	Supporting Vulnerable People
Link to Medium Term Financial Strategy		Capital HRA and General Fund Investment		Partners	Housing Partnering Scheme delivery partner
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
CHCSCP5	Deliver circa 1600 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing.	Dave Jaques	<p>Q1 - Completion of detailed procurement</p> <p>Q2 - Completion of final tender stage</p> <p>Q3 - Appointment of contractor</p> <p>Q4 - Phase 1 start on site</p>	The completion of procurement and final tender, the appointment of a contractor and the commencement of Phase 1. Providing affordable housing to those in need, reducing homelessness and improving quality of life.	

Outcome		Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society			
Improvement Objective		People in Cardiff have access to good quality housing		Priority	Supporting Vulnerable People
Link to Medium Term Financial Strategy		Capital HRA and General Fund Investment		Partners	Other Council services
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
CHCSCP6	Implement the Housing Allocation Policy to manage the demand for housing and ensure provision is allocated to those with the highest need.	Ellen Curtis	Q1 - Review the of the changes made to the policy		The implementation of the Policy, ensuring those with the highest need are allocated housing as soon as possible, reducing homelessness and improving quality of life
			Q2 - Assess the new legislation and assess the potential impact		
			Q3 - Submit Cabinet report in response to the new guidance		
			Q4 - Monitor the impact of the new scheme		

Outcome		People in Cardiff Achieve their Full Potential, Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society, People in Cardiff are Healthy			
Improvement Objective		People in Cardiff are supported to live independently		Priority	Supporting Vulnerable People
Link to Medium Term Financial Strategy		Capital HRA and General Fund Investment, Intermediate Care Fund		Partners	Other Council services, Health Partners,
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
CHCSCP7	Deliver better integrated housing support and social care, with health services, to improve outcomes for those who need support to live independently, including: Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention to promote their dignity by 2017	Kate Hustler	Q1 - Review the success of the gateway and additional changes required.		The review of the success of the gateway, the finalisation of the approach to the gateway, the development of a range of performance indicators. Improving quality of life for those who need support, enabling people to remain at home, maintaining independence and dignity safely.
			Q2 - Finalise the approach to the Gateway		
			Q3 - Implement any necessary changes and review performance indicators.		
			Q4 - Monitor changes.		

Outcome	People in Cardiff Achieve their Full Potential, Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society, People in Cardiff are Healthy				
Improvement Objective	People in Cardiff have access to good quality housing		Priority	Supporting Vulnerable People	
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment, Intermediate Care Fund		Partners	Health Partners	
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		
CHCSCP8	Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital	Kate Hustler	Q1 - Review the success to date of the Housing Resettlement Officers based at the Heath and Whitchurch Hospitals.		
			Q2 - Develop Proposals for taking the project further.		
			Q3 - Introduce procedures and processes.		
			Q4 - Review and monitor effectiveness		
			Performance Measures / Evidence Ref		
			The development of proposals to further the project, the introduction of procedures and processes. Reducing delays in transfer of care, improving quality of life for those requiring support and reducing pressure on the hospital.		

Outcome	People in Cardiff Achieve their Full Potential, Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society			
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services	Priority	Working with people and partners to design, deliver and improve services	
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment,	Partners	C3SC, South Wales Police, Diverse Cymru, Victim Support, Shelter, Citizens Advice Bureau, Age Connect, Cardiff & Vale Credit Union, Careers Wales, Swalec outreach, Communities 1st, NEST, Somali Progressive Association, SOVA, Race Equality First, Remploy, NOVUS, Speakeasy, Riverside Advice, Blavo Solicitors, Jobcentre	
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	
Performance Measures / Evidence Ref				
CHCSCP9	<p>Progress the agreed Community Hubs Strategy by opening a Grangetown Hub (September 2015), launching the new Rumney Partnership Hub, developing a new STAR Hub (March 2016) and bringing forward for consideration opportunities for future hub development in: Llandaff North, Fairwater, Llanishen, St Mellons</p>	<p>Don Davidson</p>	<p>Q1 - Consult and plan the opening of the Rumney Partnership Hub in conjunction with all partners and agree a robust Service Level Agreement. Agree plans for Llandaff North and Fairwater Hubs following community consultation.</p> <p>Q2 - Complete the works and building changes required for Rumney Partnership Hub. Commence work on the STAR Community Hub, Splott.</p> <p>Q3 - Launch the new Rumney Partnership Hub, set up robust monitoring systems for Council and all partners to enable effective reporting and identify gaps in community provision. Opening of Grangetown Hub and City Centre Hubs.</p> <p>Q4 - Completion of St Mellons Hub phase 1 extension and start of work on Fairwater and Llandaff North Hubs. Implement and evaluate any changes to the service required in Rumney Partnership Hub in light of feedback from the customer surveys</p>	<p>The opening of the Rumney Partnership Hub with a Service Level agreement, the commencement of work on the STAR Community Hub, the opening of Grangetown hub, the opening of the City Centre hub, the completion of St Mellons Hub Phase 1 extension. Improving access to Council and Partnership services for the citizens of Cardiff, providing comprehensive support and provision through Community Hubs.</p>

Outcome		Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society				
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services	Priority	Working with people and partners to design, deliver and improve services			
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment,	Partners	Other Council services			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref		
CHCSCP10	Deliver a new Customer Relationship Management (CRM) model that improves customer services and drives down costs, implementing the first phase by December 2015	Emlyn Nash	<p>Q1 - Confirm the scope for delivery in December based on cost and resource allocation</p> <p>Q2 - Support detailed design, configuration and implementation of the new CRM solution for C2C</p> <p>Q3 - Implement the above solution.</p> <p>Q4 - Monitor performance of the new system, project analysis and report back corporately.</p>	The implementation of the new CRM solution for C2C, the monitoring and reporting on the performance of the new system. Improving the service provided to the public and spending Council budgets as effectively as possible		
Outcome		Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society				
Improvement Objective	The City of Cardiff Council has effective governance arrangements and improves performance in key areas	Priority	Working with people and partners to design, deliver and improve services			
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment,	Partners	Other Council services			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref		
CHCSCP11	Support the implementation of performance management tools consistently across the Council to ensure performance improvement in key areas by 2017	Sarah McGill	<p>Q1 - Review the KPIs that are held on CIS, using Core Data as a means to provide additional background understanding of the issues.</p> <p>Q2 - Following the KPI review, ensure that the monthly core data is aligned to these KPIs and allows for effective evaluation of the issues.</p> <p>Q3 - Carry out a benchmarking exercise of the KPIs where possible, this includes existing benchmarking with other Welsh Authorities as well as exploring other opportunities with the Core Cities Group</p> <p>Q4 - Carry out efficiency review of the performance management approach in the directorate, identifying duplication of reporting and where the same data/report can be used for multiple purposes.</p>	The review of Key Performance Indicators held on CIS, the completion of an efficiency review of the performance management approach in the directorate. Improving the performance in key areas of the Council, to provide the best possible service to citizens.		

Outcome		Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society, People in Cardiff are Healthy			
Improvement Objective		The City of Cardiff Council has effective governance arrangements and improves performance in key areas		Priority	Working with people and partners to design, deliver and improve services
Link to Medium Term Financial Strategy		Capital HRA and General Fund Investment,		Partners	Other Council services
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
CHCSCP12	Increase monitoring, compliance and support for staff and managers to reduce the levels of sickness absence by March 2016	Sarah McGill	Q1 - Ensure that a case management approach to sickness is carried out at all management team meetings. Q2 - Carry out analysis of those with patterns of sickness Q3 - Review the sickness report so the directorate performance against targets is clearly visible Q4 - Analyse the sickness data, to target the Stress Survey to teams that have sickness absence in relation to workplace stress		The analysis of those with patterns of sickness, the review of the report against targets. Reducing sickness absence through supporting employees and managers and reducing the cost of sickness absence to the Council.
Outcome		People in Cardiff Achieve their Full Potential, Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society,			
Improvement Objective		The City of Cardiff Council has effective governance arrangements and improves performance in key areas		Priority	Working with people and partners to design, deliver and improve services
Link to Medium Term Financial Strategy		Capital HRA and General Fund Investment,		Partners	Other Council services
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
CHCSCP13	Improve support for staff and managers to maximise the impact of personal performance & development reviews in improving Directorate performance by March 2016	Sarah McGill	Q1 - Ensure that all employees, where possible, have a PPDR in place using the PPDR templates created by the Business Support Team Q2 - Audit checking of PPDRs to ensure that they meet corporate requirements and are an effective means of improving performance across the directorate Q3 - Review the current PPDR process, working with staff across the directorate and the Ambassadors. Q4 - Based on the review of the performance implement action plan		The audit checking of PPDRs, the review and action plan of PPDRs. Encouraging the development of staff and improving performance, increasing job satisfaction for staff and improving the performance of the Council.

Outcome		Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society,		
Improvement Objective	The City of Cardiff Council has effective governance arrangements and improves performance in key areas	Priority	Working with people and partners to design, deliver and improve services	
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment, Welsh Government Outcome Agreement	Partners	Welsh Government, Department of Work and Pensions, Other Council services	
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCP14	Ensure Delivery of the Directorate Outcome Agreement measures by March 2016	Jane Thomas	<p>Q1 - Ensure procurement contracts are in place to deliver schemes for improving the quality of homes. Set up a new into work services outreach location in the YMCA in the Roath area of the city.</p> <p>Q2 - Agree contractors programmes of work for improving the quality of homes. Create, review and roll out a CV builder for into work Services clients to use in the job club. Extend the guaranteed interviews pilot to other locations across the city</p> <p>Q3 - Review schemes progress for improving the quality of homes. Main Into Work Services Jobs fair to be carried out in conjunction with DWP</p> <p>Q4 - Deliver programmes of work for improving the quality of homes. Monitor and review the impact that Universal Credit (UC) has on clients and how these clients can be assisted back to work and to maintain their UC account. Consider writing bespoke UC training courses.</p>	<p>The delivery of the Outcome Agreement includes improvements to council housing such as the installation of A rated boilers and over-cladding works to improve energy efficiency and reduce costs in homes for council tenants. The Outcome Agreement also includes Into Work Services engagement, such as the number of users or number of skills focussed workshops run, enabling those in need to develop and move into higher education or employment.</p>

Directorate/Service Priorities (core business) Part 2 – Core Business Priorities

	Outcome	People in Cardiff Achieve their Full Potential, Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society		
	Improvement Objective	People in Cardiff have access to good quality housing		
	Priority	Supporting Vulnerable People		
	Commitment	Ref No	Commitment:	
		CHCSCP5	<ul style="list-style-type: none"> Deliver circa 1600 new homes for Cardiff through the Housing Partnering Scheme, as part of a phased approach by 2024, 40% of which will be affordable housing. Implement the Housing Allocation Policy to manage the demand for housing and ensure provision is allocated to those with the highest need. 	
		CHCSCP6		
	Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment		
	Partners	Housing Partnering Scheme delivery partner,		
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP1	Develop an Asset Management Strategy in relation to the Housing Stock	Colin Blackmore	Q1 - Analyse existing asset information	The Asset Management Strategy, establishment of a performance level, ensuring effective use of Housing stock.
			Q2 - Identify similar asset types/groups	
			Q3 - Establish asset performance level/criteria	
			Q4 - Identify good/poor performing assets and recommend proposals for actions	
CHCSBP2	Review the contact management arrangement to ensure best value, utilising mini tendering where appropriate	Colin Blackmore	Q1 - Review material capital schemes (<4 yrs)	The review of material capital schemes and the completion on mini tenders.
			Q2 - Identify scheme priority	
			Q3 - Mini tender where appropriate	
			Q4 - Plan/organise tenders ahead of need	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP3	<p>Improve energy efficiency and safety of council properties such as::</p> <ul style="list-style-type: none"> - Replace 550 inefficient boilers - Install 2,200 secure by design / fire safety front door to flats. - Over clad 70 homes. - Re-roof 240 properties 	Colin Blackmore	<p>Q1 – Ensure procurement contracts are in place to deliver schemes</p> <p>Q2 – Agree contractors programmes of work</p> <p>Q3 – Review schemes progress</p> <p>Q4 – Deliver programmes of work</p>	The delivery of the Welsh Government Outcome Agreement, improving the quality and energy efficiency of homes for council tenants.
CHCSBP4	In response to the changes in Homelessness Legislation, work with private sector landlords to maximise the housing opportunities in this sector	Kate Hustler	<p>Q1 - Research best practice and develop packages of incentives for private landlords and commence consultation</p> <p>Q2 - Identify and deliver training needs.</p> <p>Q3 - Review effectiveness and carry out benchmarking.</p> <p>Q4 - Review and monitor success.</p>	The development of incentive packages for private landlords, the delivery of training according to need, the completion of benchmarking, the review of success. Reducing negative impact of legislative changes to those experiencing homelessness.
CHCSBP5	Implement an Action Plan based on the response to the Tenant Satisfaction Survey	Chris O'Sullivan	<p>Q1 - Analyse data from tenant satisfaction surveys</p> <p>Q2 - Develop an action plan.</p> <p>Q3 - Deliver action plan</p> <p>Q4 - Monitor and review actions.</p>	The analysis of data from tenant satisfaction surveys, the development and delivery of an action plan, the review of actions. Improving the experience of Council tenants and providing relevant support.

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP6	Develop an Older Person Housing strategy, through a review of Older Person Housing and a Local Housing Market Assessment.	Dave Jaques	<p>Q1 - Set up older person working group and agree terms of reference</p> <p>Q2 - Review data from Local Housing Market Assessment</p> <p>Q3 - Develop and agree older person housing strategy</p> <p>Q4 - Agree revised allocation policy for older person housing</p>	The establishment of an older person working group, the review of data from the Local Housing Market Assessment, the development of an older person housing strategy and the agreement of a revised allocation policy. Ensuring the effective, suitable provision of housing for older people.
CHCSBP7	Develop a new Housing Strategy , using the information from the Local Housing Market Assessment , Allocations Policy and Homelessness review.	Jane Thomas	<p>Q1 - Analyse information and commission Local Housing Market Assessment</p> <p>Q2 - Analyse data</p> <p>Q3 - Submit Cabinet report</p> <p>Q4 Commence implications</p>	The completion of a Local Housing Market Assessment, the submission of a Cabinet Report. Ensuring housing is provided to citizens in the most effective manner, prioritising need for the most vulnerable.
CHCSBP8	Carry out a Gypsy & Traveller Needs assessment.	Kate Hustler	<p>Q1 Establish the project team and governance</p> <p>Q2 Agree methodology</p> <p>Q3 Undertake Gypsy & Traveller Needs Assessment</p> <p>Q4 Commence site search and assessment</p>	The completion of the Gypsy & Traveller needs assessment. Sourcing the most suitable location for a new site, meeting the needs of the Gypsy & Traveller community as well as those of other citizens.

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP9	Agree 2 year alley-gating programme and implement priority schemes	Don Davidson	<p>Q1 - Agree alley-gating programme</p> <p>Q2 - Undertake legal processes</p> <p>Q3 - Implementation</p> <p>Q4 - Customer feedback</p>	The agreement and implementation of alley-gating programme, the collection of customer feedback. Installing alley gates in a strategic manner to reduce fly tipping, anti-social behaviour and crime, improving quality of life for residents.
CHCSBP10	The remodelling of 150 Thornhill Road into older person accommodation	Dave Jaques	<p>Q1 - Complete detailed design and obtain planning approval.</p> <p>Q2 - Undertake procurement exercise to appoint a contractor.</p> <p>Q3 - Agree the options for Phase II</p> <p>Q4 - Complete refurbishment work.</p>	The completion of design and planning approval, the completion of procurement, the completion of refurbishment work. The provision of fit for purpose older person accommodation.

Outcome	Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society		
Improvement Objective	People in Cardiff are supported to live independently		
Priority	Supporting Vulnerable People		
Commitment	Ref No CHCSCP7 CHCSCP8	<ul style="list-style-type: none"> • Deliver better integrated housing support and social care, with health services, to improve outcomes for those who need support to live independently, including: - Increasing the number of people who are able to remain at home, living independently and safely, with the minimal intervention to promote their dignity by 2017 • Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital 	
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment		
Partners	Other Council Services		
Ref	Directorate/Service Commitments	Officer Responsible	Milestones
CHCSBP11	Carry out a review of specialist Accommodation & Support Project	Jane Thomas	<p>Q1 - Develop project mandate and brief, setting up the project team.</p> <p>Q2 - Review the gateway arrangements for all supported accommodation and carry out needs assessment and pathways for support.</p> <p>Q3 - Develop proposals for commissioning services.</p> <p>Q4 - Commence commissioning process.</p>
			Performance Measures / Evidence Ref
			The development of a project mandate and the setting up of a project team, the completion of a needs assessment, the commencement of the commissioning process. Ensuring those requiring supported accommodation are receiving a fit for purpose service, with effective pathways and support.

Outcome	Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society			
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services			
Priority	Working with people and partners to design, deliver and improve services			
Commitment	Ref No	Progress the agreed Community Hubs Strategy by opening a Grange Town Hub (September 2015), developing a new STAR Hub (March 2016) and bringing forward for consideration opportunities for future hub development in: Llandaf North, Fairwater, Llanishen, St Mellons		
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment,			
Partners	C3SC, South Wales Police, Diverse Cymru, Victim Support, Shelter, Citizens Advice Bureau, Age Connect, Cardiff & Vale Credit Union, Careers Wales, Swalec outreach, Communities 1st, NEST, Somali Progressive Association, SOVA, Race Equality First, Remploy, NOVUS, Speakeasy, Riverside Advice, Blavo Solicitors, Jobcentre			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	
Performance Measures / Evidence Ref				
CHCSBP12	Further develop the responsive repairs service to ensure value for money and good customer care is being achieved.	Sue Bartlett	Q1 - The technology implemented will be reviewed to ensure that productivity is maximised across the trades and travelling time / down time minimised.	The review of the technology implemented, the implementation of management information tools, recruitment to the CMS workforce, the collation of customer satisfaction surveys. Ensuring that the responsive repairs service is meeting the needs of customers.
			Q2 - The management information tools will be fully implemented to enable good performance information to be produced in respect of the entire workforce.	
			Q3 - CMS will continue to recruit to the internal workforce to its optimum level for responsive repairs	
			Q4 - Customer satisfaction surveys will be reviewed and feedback used to improve the service	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP13	Monitor the Building Maintenance Framework to ensure value for money.	Sue Bartlett	<p>Q1 - Construction Excellence Wales recommendations will be reviewed and implemented by a formal board</p> <p>Q2 - Contract Management will be further developed across all teams within CMS</p> <p>Q3 - Opportunities for improvement will continue to be explored and use of technology maximised</p> <p>Q4 - Work will commence on a replacement to the framework which expires in 2017</p>	<p>The review and implementation of the Construction Excellence Wales recommendations, the commencement of work on a replacement to the framework. Ensuring that the responsive repairs service is meeting the needs of customers.</p>
CHCSBP14	Develop a commercial opportunities strategy and establish a commercial trading company by September 2015	OM Level	<p>Q1 – Establish basic requirements of trading company and gain relevant legal advice & guidance</p> <p>Q2 – Identify relevant commercial project, i.e. Alarm Receiving Centre and deliver a commercial web vehicle for council services</p> <p>Q3 - Set up trading company and start using commercial website as a shop window.</p> <p>Q4 - Evaluate effectiveness of commercial trading company</p>	<p>The delivery of a commercial web vehicle for council services, the set up of a commercial trading company. The commercial trading company will aim to produce income to reinvest in front line services and offset required savings.</p>

Outcome	Cardiff is a Great Place to Live Work and Play, Cardiff is a Fair, Just and Inclusive Society,			
Improvement Objective	The City of Cardiff Council has effective governance arrangements and improves performance in key areas			
Priority	Working with people and partners to design, deliver and improve services			
Commitment	Ref No CHCS11 CHCS12 CHCS13	<ul style="list-style-type: none"> • Implement performance management tools consistently across the Council to ensure performance improvement in key areas by 2017 • Improve support for staff and managers to maximise the impact of personal performance & development reviews in improving Council performance by March 2016 • Increase monitoring, compliance and support for staff and managers to reduce the levels of sickness absence by March 2016 		
Link to Medium Term Financial Strategy	Capital HRA and General Fund Investment,			
Partners	Other Council services			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP15	A strong performance management culture will be embedded within CMS in all teams	Sue Bartlett	<p>Q1 - Appoint Business and Operations Performance Manager</p> <p>Q2 - Review all performance information currently produced and ensure fit for purpose and develop new performance information based on individuals performance</p> <p>Q3 - Commence using the KPI data within the Building Maintenance Framework</p> <p>Q4 - Produce better quality information in respect of repairs expenditure</p>	The appointment of a Business and Operations Performance Manager, the development of new performance information. Ensuring the best, most efficient service to council tenants is provided by CMS.

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSBP16	Create a Health & Safety (H&S) Plan and Actions.	Colin Blackmore	<p>Q1 - Create H&S Plan incorporating corporate and service area objectives</p> <p>Q2 - Gain approval for plan from H&S Forum and SAJC</p> <p>Q3 - Review and monitor progress</p> <p>Q4 - Report year end position to H&S Forum and SAJC</p>	The creation of a H&S plan, approved by the H&S forum and Service Area Joint Committee, the end of year report.
CHCSBP17	Improve Void Property Management to review and set targets to ensure that turn around times and letting times are improved.	Ellen Curtis /Sue Bartlett	<p>Q1 - Review contractor and letting times and set new targets.</p> <p>Q2 - Decide on projects that can be used to reduce void and letting times, and pilot.</p> <p>Q3 - Review projects and outcomes to see if has assisted with improving on void/letting times.</p> <p>Q4 - Implement changes to void management and lettings team to ensure continued improvement is made.</p>	The setting of new targets and the monitoring of performance against these. Reducing waiting times for Council houses.
CHCSBP18	Improve performance of decision making and voids within Homelessness Service	Kate Hustler	<p>Q1 - Create reporting suite to monitor and analyse current performance and identify key areas for improvement.</p> <p>Q2 - Review current TA portfolio and determine suitability. Introduce formal feedback for staff.</p> <p>Q3 - Review progress</p> <p>Q4 - Implement changes necessary and consider performance targets</p>	The creation of a reporting suite and the monitoring and analysis of performance against this. Improving the homelessness service provided to vulnerable people.

Core Directorate Business					
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
CHCSCB1	Progress priority Community Shopping Centre schemes at Beechley Drive, Pentrebane, Clare Road / Penarth Road, Grangetown, and The Maelfa Centre, Llanedeyrn	Don Davidson	Q1 - Commence shop-front improvements at Clare Rd/ Penarth Rd	The completion of Clare Rd/Penarth Rd junction improvements, the agreement of a delivery plan for the Maelfa development, the completion of the Beechley Drive redevelopment. Improving community areas and provision for residents.	
			Q2 - Completion of Clare Rd/Penarth Rd junction improvements and agree delivery plan for Maelfa redevelopment		
			Q3 - Completion of Beechley Drive redevelopment		
			Q4 - Undertake community feedback surveys on completed schemes.		
CHCSCB2	Implement Neighbourhood Renewal Schemes at Wentloog Road, Birchgrove, Llanishen Village and Trenchard Drive.	Don Davidson	Q1 - Community consultation on draft plans for Neighbourhood Renewal schemes	The agreement of final plans, the appointment of a contractor through the tender process, the implementation of the schemes. Improving community areas and provision for residents.	
			Q2 - Agreed final plans		
			Q3 - Tender and contractor appointment		
			Q4 - Implementation		
CHCSCB3	Progress Estate Regeneration Schemes at Trowbridge Mawr, Hodges Square, Loudoun House and Channel View, and develop strategy for future investment.	Don Davidson	Q1 - Community consultation on draft plans	The agreement of final plans, the appointment of a contractor through the tender process, the implementation of the schemes. Improving community areas and provision for residents.	
			Q2 - Agree final plans		
			Q3 - Tender and contractor appointment		
			Q4 - Scheme implementation and draft strategy		

Core Directorate Business					
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
CHCSCB4	Continue to monitor the impact on the Welfare Reform and prepare for the implementation of Universal Credit	Jane Thomas	<p>Q1 - Review resources for council tenants on welfare reform changes, review use of DHP and take action on reduction in budgets.</p> <p>Q2 - Establish new team and working arrangements.</p> <p>Q3 - Identify vulnerable tenants who will need DHP, promoting bank account and digital inclusion</p> <p>Q4 - Monitor effectiveness and performance manage.</p>	<p>The review of resources and action taken on reduction in budgets, the establishment of the new team, the performance management measures. Supporting tenants to reduce the impact of Welfare Reform/Universal Credit.</p>	
CHCSCB5	Implement the Housing Wales Act	Kate Hustler	<p>Q1 - Complete decision making on the use of the private rented sector and intentionality.</p> <p>Q2 - Promote the Housing Solutions Services to private landlords, and develop procedures and processes for making homeless decisions with the private rented sector</p> <p>Q3 - Develop procedures and processes for making homeless decisions with the private rented sector</p> <p>Q4 - Monitor effectiveness and performance manage.</p>	<p>The completion of a decision on private rented sector intentionality, the development of procedures and processes for making homeless decisions, the performance management measures. Reducing negative impact of legislative changes to those experiencing homelessness.</p>	
CHCSCB6	Continue to develop the Into Work and digital inclusion services	Helen Evans	<p>Q1 - Set up a new outreach location in the YMCA in the Roath area of the city.</p> <p>Q2 - Create, review and roll out a CV builder for clients to use in the job club. Extend the guaranteed interviews pilot to other locations across the city</p> <p>Q3 - Main Jobs fair to be carried out in conjunction with DWP</p> <p>Q4 - Monitor and review the impact that UC has on clients and how these clients can be assisted back to work and to maintain their UC account. Consider writing bespoke UC training courses.</p>	<p>The set up of a new outreach location in Roath, the creation and roll out of the CV builder, the hosting of a Jobs fair, the monitoring of the impact of Universal Credit on Clients. Supporting those in need to gain skills and progress into further education or employment.</p>	

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB7	Delivery of sustainable operating Adult Community Learning (ACL) model that both meets the requirements from the ACL Policy and identifies cost neutral/ income generating opportunities.	John Agnew	Q1 - Review the outcome of term 2 (January-April) ensuring we break even. And putting in place actions for term 3	The review following each term, the launch of the new ACL programme. The provision of an ACL model that provides accredited courses for priority learners, the costs of which are offset by the provision of popular income generating courses.
			Q2 - Review the outcome of term 3 (April-July) ensuring we break even. And putting in place actions for term 1	
			Q3 - Launch of the new ACL programme for the academic year	
			Q4 - Review outcome of term 1 (September-December) ensuring we break even and putting in place actions for term 2	
CHCSCB8	Develop a Customer Management Strategy	Emlyn Nash	Q1 - Initial Draft to be completed	The completion of the initial and final drafts, the sign off of the final draft. Ensuring that customers contacting the council have a positive experience.
			Q2 - Further development of strategy	
			Q3 - Final draft preparation	
			Q4 - Sign off	
CHCSCB9	Development of Customer Websites – income generation	Emlyn Nash	Q1 - Secure the platform, estimated volume of customer sites and potential cost. Establish resource requirements to meet demand. Deliver first customer site (bereavement services) secure all E-Commerce components	The delivery of the first customer site, the establishment and sign off of a corporate approach to specialised websites.
			Q2 - Establish a corporate approach to specialised websites. Create a governance model for Cardiff's web presence.	
			Q3 - Sign off of corporate web governance model	
			Q4 - All micro/multi sites should be redesigned/redeveloped using the new platform, contents absorbed into the corporate site, or decommissioned.	

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB10	Completion of Development of Remote Concierge & CCTV Monitoring Centre and services	Sheena Lawson	Q1 - Completion of Alarm Receiving Centre. Installation of CCTV and door entry systems at 10 high rise accommodation blocks. Recruitment of 24/7 Services team completed.	The completion of the Alarm Receiving Centre, the completion of recruitment of 24/7 services team. The review of service delivery within the Alarm Receiving Centre.
			Q2 - Further development of services provided within the ARC for Cardiff Council	
			Q3 - Explore further options to develop services within the ARC for external agencies	
			Q4 - Review service delivery within the ARC and consider any requirements for further development	
CHCSCB11	Development and promotion of 24/ 7 services	Sheena Lawson	Q1 - Implement service changes within Sheltered accommodation including identification and implementation of technology solutions	The implementation of service changes within sheltered accommodation, the implementation of website options to full potential. Improve the provision of sheltered accommodation, develop Telecare to provide the service to new and existing customers.
			Q2 - Expand Telecare customer base and identify new potential customers	
			Q3 - Develop Telecare peripheral offer and packages	
			Q4 - Website options implemented to full potential	

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB12	To establish and develop the Adult contact and assessment telephony service	Rachel Bishop	<p>Q1 - To continue to attend assessment and care management workshops, feeding into process mapping and development of service into gateway. Build on the good practice of completing assessments at First Point of Contact and maintain only a small volume of callbacks. Monitor the effectiveness and performance without a Social Worker on site.</p> <p>Q2 - To agree and assist with the smooth transfer of the service in its entirety to the Gateway if this is the preferred outcome from the ACM project. Agree and implement signposting parameters for social care enquiries and direct gateway referrals.</p> <p>Q3 - Dependant on outcome of Quarter 2: Closure of the C2C involvement in the Independent Living Project or continuation of the adult and contact and assessment service within C2C with required development and changes identified from Quarter 2.</p> <p>Q4 - Dependant on outcome of Quarter 2. Monitor the signposting element of Adult social care enquires and its performance or work with the identified developments of the service within the C2C contact centre and analysing channel shift.</p>	Monitoring the effectiveness of the First Point of Contact without a social worker on site, the agreement and implementation of signposting parameters for social care enquiries. To provide the best Adult Contact and Assessment Service.

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB13	The continuous development of the C2C Service, including: - expansion of current floor space - roll out of first tranche of universal credit -Single point of contact Park Enquiries	Rachel Bishop	Q1 - Creation of project board to explore and provide the plans for the expansion of the contact centre floor space, working to ensure best use of space to create 23 extra seats within budget. Place required order. Space required being able to provide resource for essential projects alongside business as usual. Scope out the impact and requirements of becoming the first point of contact for all Parks enquires: staffing, CRM, FAQ, future trial details. Cascade and brief staff on Universal Credit roll out and confirm the tranche dates for Cardiff. Work with SAP C2C development to identify between UC and standard claims.	The creation of a project board focused on the expansion of C2C, the finalisation of plans, the completion of the expansion, and the evaluation of the project. Ensuring that customers contacting the council have a positive experience.
			Q2 - Finalise fitting requirements and dates for expansion. Identify the resource required to install the ICT and office furniture ensuring Business as Usual remains unaffected. Implement project plan. Finalise requirements and processes to enable creation of the timeline for full transfer of all calls to C2C and disable all direct published parks contacts. Make the direct lines to public defunct. Trail calls into C2C before finalising and enabling analysis of channel statistics. Link C2C coach with housing to create training plan. Analyse and scope potential increased call volumes liaising with housing if FTE is required with only universal credit going live with specific client groups. Q3 - Project C2C Expansion completed. Full transfer of parks calls to C2C. Analyse impact, trend analysis and KPIs Universal credit roll out begins with specific client group. Analyse impact, trend analysis and KPIs. Q4 - Evaluating in full the success of the projects and the Business as Usual process moving forward	

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB14	Handle the customer contact for the Waste Restrictions Programme.	Rachel Bishop	<p>Q1 - Finalise the staffing requirements based on a resource analysis report at Waste restrictions programme board. Agree key dates and 'go-live'. Finalise communication plan and customer leaflets. Agree and implement CRM requirements to the Bulky charges screens and process. Recruit and train 5 temporary Cardiff Works staff. Brief and train existing teams.</p> <p>Q2 - City Wide communication campaign. Letter/Leaflet delivery to 37,515 properties for wheeled bin expansion, and bespoke bag delivery. Bin exchange programme. Analyse the impact of the programme and recruit and train an additional 3 temporary Cardiff Works staff if volumes on all channels required. Monitor escalations and complaints and feed into Waste Programme Board. Provide statistics on trend analysis.</p> <p>Q3 - As per the project brief and dedicated budget set, reduce the temporary staffing line with the roll out completion and the agreement for all parties that we have reached Business as Usual. Analyse the impact that new rules have on customers after the changes that may affect the business.</p> <p>Q4 - Anticipated Business as Usual – monitor what we deem to be permanent changes to Business as Usual and Full Time Employee impact. The work of this quarter is dependent on any how the customers have accepted and understood the changes.</p>	<p>The finalisation of communication plan and customer leaflets, the actioning of the city wide campaign, the analysis of the impact of the programme, the analysis of the impact new rules have on customers, monitoring of permanent changes to business as usual. Ensuring that customers contacting the council have a positive experience.</p>

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB15	Coordinate the transfer of Private Sector Housing calls into C2C, whilst maintaining a high level of service delivery.	Rachel Bishop	<p>Q1 - Regular implementation project team meetings to take place, to ensure the telephony element of the project is delivered within the timescales.</p> <p>Q2 - Map out processes and confirm the telephony and system elements of the project, including diverts or process form the 22 LA. Finalise seating plans, infrastructure set up costs, Inc. IT and work with PSH on the recruitment of staff. Training requirements and training plan created in conjunction with PSH. Agree KPIs going forward.</p> <p>Q3 - Go live with the service. Analyse the demand for the service and provide statistical information on contacts, working with PSH on the success of the marketing campaign. Manage fluctuation of the service accordingly.</p> <p>Q4 - Develop the service, analyse the take up of the registration and the early analysis of the implementation of the new service. Work closely with the PSH team to ensure the first class delivery of the new service.</p>	The strategic PSH project board, KPIs to be agreed in Q2, the go live of the service and analysis of the demand for the service. Ensuring that customers contacting the council have a positive experience.

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB16	Align Central Library with the Hub Strategy by developing a co-located service model within the Central Library building	Sarah McGill	<p>Q1 - Complete rationalisation and re-organisation of library elements. Oversee procurement of library furniture and deliver enhancements to functionality of the Central library building – 2 bespoke flexible events spaces, multi-functional creative suite and bespoke teenage library and Hub floor</p> <p>Q2 - Launch the Central Library Hub. Induct existing customer base in reorganised services. Drive communication strategy to promote the new co-located model.</p> <p>Q3 - Develop events and digital literacy programmes in collaboration with partners to fully utilise bespoke spaces within the building.</p> <p>Q4 - Evaluate the performance of the new Hub and create action plan for maximising outcomes to citizens.</p>	<p>The Launch of the central library hub, the evaluation of performance of the new hub and creation of an action plan. The provision of co-located service to facilitate savings while maintaining and improving the service delivered to customers.</p>
CHCSCB17	Report on the 1st year of the fifth framework of the Welsh Public Library Standards	Rachel Bishop	<p>Q1 - Complete testing of the Database warehouse and utilise for collation of final data for Cardiff's WPLS annual report 2014/15. Begin collation of data in preparation for 2015/16 performance report against the second year of the fifth framework of the standards</p> <p>Q2 - Complete and submit Cardiff's draft WPLS annual report 2014/15 to CyMAL by the appropriate deadline (July 2015).</p> <p>Q3 - Secure Cabinet Member approval and attend the Economic and Development Scrutiny to report on Authority performance.</p> <p>Q4 - Continue collection and scrutiny of 15/16 performance data.</p>	<p>The collation and submission of the final data for WPLS annual report 2014/15, the collection of 2015/16 performance data. To provide a fit for purpose, up to date Library provision to Cardiff residents.</p>

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB18	Implement Library Strategy	Rachel Bishop	<p>Q1 - Re-brand new Mobile library. Complete recruitment for Neighbourhood Development Librarians for Ely/Caerau and Grangetown. Develop commercial plan for the Library service.</p> <p>Q2 - Develop potential for literacy pilot in conjunction with Schools delivering a synergy between the Neighbourhood Development Librarians and Mobile services. Continue to explore and realise commercial opportunities.</p> <p>Q3 - Recruit additional Neighbourhood Development Librarians as the Hub programme is implemented within the Neighbourhood Partnership areas.</p> <p>Q4 - Evaluate the Mobilisation strategy and develop action plan for maximising outcomes in 16/17</p>	Completion of recruitment for neighbourhood development librarians, evaluation of the mobilisation strategy. To provide a fit for purpose, up to date Library provision to Cardiff residents.
CHCSCB19	Assess your team's capacity to deliver a Welsh bilingual service		<p>Q1 - Attend Linguistic Assessment Tool training or briefing conducted by relevant Welsh Language Coordinator, Champion or Bilingual Cardiff Team as required.</p> <p>Q2 - Complete and submit Linguistic Assessments to establish how many members of your team would need to speak Welsh to Bilingual Cardiff Team</p> <p>Q3 - Support identified post holders to attend a suitable Welsh language course through the Academy</p> <p>Q4 - Provide information on the linguistic assessments of your teams to the Bilingual Cardiff Team to include in the Welsh Language Scheme Annual Monitoring Report and to update HR records</p>	The completion of training and academy courses, the completion of linguistic team assessments. To provide a high quality service to Welsh speaking residents and visitors.

Core Directorate Business				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CHCSCB20	Full Review of Back office functions to deliver smarter and more streamlined processes including:-	Rachel Bishop	Q1 - Commence roll out of EDI throughout the service – introducing direct delivery of the majority of Library stock to Branches and Hubs. Deliver report and key recommendations for the management of stock within the service to inform cabinet report for consideration in June. Issue tender for procurement of upgraded RFID Kiosks. Explore Local Study service solutions with Glamorgan Archives. Carry out user testing of Database Warehouse and go live with capturing information for CIPFA reports, BIMS and WPLS	The roll out of EDI through the service, the issue of tender for upgraded RFID kiosks, implementation of reporting on performance indicators relating to supplier selection and direct delivery through EDI. Installation of upgraded RFID kiosks.
	The implementation of EDI, the development of a Stock Management strategy		Q2 - Implementation of reporting on performance indicators relating to Supplier selection and direct delivery through EDI. Installation and implementation of upgraded RFID Self-Serve kiosks and carry out training of staff and customers in new equipment. Commence scoping of the Historical Collections and explore options with partners and stakeholders.	
	Enhance and rationalise capturing of performance management data through launch of Database Warehouse.		Q3 - Continue scoping of Stacks facility and ongoing work with partners to deliver solutions to collection management within the service.	
	Identify permanent location for the delivery of local studies services within the Authority		Q4 - Explore potential to expand scope of EDI with additional stock suppliers.	
	Procurement of upgraded RFID (self service) equipment		Continue scoping of stacks facility and ongoing work with partners to deliver solutions to collection management within the service	

Directorate/Service Priorities (core business)

Part 3 - Planning for the future

What actions will be taken during 2015-16 to mitigate the potential impacts of or the 2015-16 and 2016-17 budget rounds?

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
CHCSPF1	Increasing costs and increased demands that the costs of providing Health and Social Care in Cardiff grows significantly and consumes a much higher percentage of the authorities budget.	Sarah McGill	<p>Q1 - Review the success to date of the Housing Resettlement Officers based at the Heath and Whitchurch Hospitals.</p> <p>Q2 - Review the gateway arrangements for all supported accommodation and carry out need assessment and pathways for support.</p> <p>Q3 - Develop proposals for commissioning Accommodation and Support Services</p> <p>Q4 – Implement changes to the Independent Living Gateway</p>	The review of the success of Housing Resettlement Officers and review of gateway arrangements. The implementation of changes aimed at managing the increasing demands against the available budget.
CHCSPF 2	The delivery of frontline service provision is ceased to meet the required savings as a result of maintaining and running multiply buildings in areas of the city	Sarah McGill	<p>Q1 - Consult and plan the opening of the Rumney Partnership Hub in conjunction with all partners and agree a robust Service Level Agreement. Agree plans for Llandaff North and Fairwater Hubs following community consultation.</p> <p>Q2 - Complete the works and building changes required for Rumney Partnership Hub. Commence work on the STAR Community Hub, Splott.</p> <p>Q3 - Launch the new Rumney Partnership Hub, set up robust monitoring systems for Council and all partners to enable effective reporting and identify gaps in community provision. Opening of Grangetown Hub and City Centre Hubs</p> <p>Q4 - Completion of St Mellons Hub phase 1 extension and start of work on Fairwater and Llandaff North Hubs. Implement and evaluate any changes to the service required in Rumney Partnership Hub in light of feedback from the customer surveys.</p>	The implementation of the Hub strategy to maintain service provision.

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
CHCSPF3	Without the implementation of the Libraries Strategy, the only option for the service to achieve the required cost savings is through an immediate closure of its branches or significant reduction of the book fund.	Sarah McGill	<p>Q1 - Commence roll out of EDI throughout the service – introducing direct delivery of the majority of Library stock to Branches and Hubs. Deliver report and key recommendations for the management of stock within the service to inform cabinet report for consideration in June. Issue tender for procurement of upgraded RFID Kiosks. Explore Local Study service solutions with Glamorgan Archives. Carry out user testing of Database Warehouse and go live with capturing information for CIPFA reports, BIMS and WPLS</p> <p>Q2 - Develop potential for literacy pilot in conjunction with Schools delivering a synergy between the Neighbourhood Development Librarians and Mobile services. Continue to explore and realise commercial opportunities.</p> <p>Q3 - Continue scoping of Stacks facility and ongoing work with partners to deliver solutions to collection management within the service.</p> <p>Q4 - Explore potential to expand scope of EDI with additional stock suppliers.</p>	The implementation of the Libraries Strategy to maintain and improve provision.
CHCSPF4	Scoping and securing income generation opportunities within ACL Learning for cost recovery programme for sustainability.	Sarah McGill	<p>Q1 - Delivering Learning for Life courses that at a minimum break even financially</p> <p>Q2 - Creating a diverse and innovative programme to increase learner uptake and removal of the category C concession rate.</p> <p>Q3 - Increasing the summer provision – 1 day events/ Taster sessions</p> <p>Q4 - Working in partnership with other providers to promote and increase the profile of the programme to increase learner uptake</p>	The delivery of Learning for Life courses securing income generation and supporting the delivery of additional provision.

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
CHCSPF5	'One Council' Approach to customer management	Sarah McGill	<p>Q1 - Robust project planning for the delivery of Customer Relationship Management System.</p> <p>Q2 - Governance of activities through the enabling technologies board</p> <p>Q3 - Review the performance of the new CRM post implementation</p> <p>Q4 - Establish assessment mechanism for future phases of CRM</p>	Implementing the Customer Relationship Management System to ensure that customers contacting the council have a positive experience.
CHCSPF6	Development of Customer Websites – income generation	Sarah McGill	<p>Q1 - E-commerce model should be designed in conjunction with and supporting income management project.</p> <p>Q2 - Rigorous security testing for all customer sites</p> <p>Q3 - Identify other sources/increase customer base</p> <p>Q4 - Adherence to corporate web governance model</p>	The development of Customer Websites.
CHCSPF7	Scoping potential possibilities for revenue generation associated with 24/7 services	Sarah McGill	<p>Q1 - Work with other council directorates to identify lone worker and other service requirements and opportunities.</p> <p>Q2 - Identify opportunities with relevant partners for Telecare/Telehealth development and expansion of service</p> <p>Q3 - Liaise with other local authorities to identify lone worker requirements and opportunities</p> <p>Q4 - Research alarm/concierge monitoring opportunities and liaise with relevant agencies/businesses to progress monitoring options.</p>	The development of 24/7 services to provide the best service, supported by income generation opportunities.

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
CHCSPF8	<p>Full review of back office functions to deliver smarter and more streamlined processes including:-</p> <p>The implementation of EDI, the development of a Stock Management strategy</p> <p>Identify permanent location for the delivery of local studies services within the Authority</p> <p>Procurement of upgraded RFID (self service) equipment</p>	Sarah McGill	<p>Q1 - Implementation of EDI – delivering streamlined processes</p> <p>Q2 - Development of a Stock Management Strategy and plan for implementation</p> <p>Q3 - Full scoping with partners to establish location of provision of Local study services</p> <p>Q4 - Initiate procurement and securing of upgraded RFID kit</p>	The implementation of the Libraries Strategy to maintain and improve provision.

Key Performance Indicators

Performance Indicator	2014-15 Outcome	2015-16 Target	2016-17 Target	Corporate Plan	National Strategic Indicator	Telecare Services Association	Outcome Agreement	Corporate Performance Report	Scrutiny	Local Indicator
Percentage of Critical/Emergency Community Alarm calls answered within 60 seconds	97.67%	97.5%	97.5%			✓				✓
Percentage of Critical/Emergency Community Alarm calls answered within 180 seconds	99.75%	99%	99%			✓				✓
The average time a mobile warden takes to respond to a service user	17	20	20			✓				✓
Percentage of C2C Calls Answered	86.85%	93%	93%							✓
Overall Percentage of Satisfied Customers who have contacted the Council (via 2087 2087/8)	95%	90%	90%							✓
Average time to respond to an email (hours) (via c2c@cardiff.gov.uk /caerdydd)	22:54	48	48							✓
The number of publicly accessible computers per 10,000 population	7	9	9							✓
The percentage of library material requests supplied within 7 calendar days	72%	75%	75%							✓
The number of library materials issued, during the year, per 1,000 population.	4,727	5000	5000							✓
The number of visits to Public Libraries during the year, per 1,000 population	8360	8500	8700	✓	✓					✓
The average number of days for a Member Enquiry Line request/enquiry to be dealt with	10.91	10	10							✓

Performance Indicator	2014-15 Outcome	2015-16 Target	2016-17 Target	Corporate Plan	National Strategic Indicator	Telecare Services Association	Outcome Agreement	Corporate Performance Report	Scrutiny	Local Indicator
Percentage of Repair Reporting Line calls answered	82.78%	93%	93%							✓
Overall Percentage of Satisfied Customers who have contacted the Repair Reporting Line.	83.51%	80%	80%							✓
Progress against partnership performance data: - The success rate at or above the ACL National Comparator (Overall Partnership Return)	(Result Academic Year 2013/14) 84%	(Result Academic Year 2014/15) 87%	Result Academic Year 2015/16) 90%	✓						✓
- The success rate at or above the ACL National Comparator (Cardiff specific return)	(Result Academic Year 2013/14) 72%	(Result Academic Year 2014/15) 83%	Result Academic Year 2015/16) 84%	✓						✓
- Learners within deprivation deciles one and two to achieve a success rate at or above the overall Partnership success rate.	(Result Academic Year 2013/14) D1 – 84.1% D2 – 84.2%	(Result Academic Year 2014/15) 97%	Result Academic Year 2015/16) 90%	✓						✓
Average time a call queues (seconds)	98 seconds	40 seconds	40 seconds					✓		✓
The average number of calendar days taken to complete emergency repairs	0.36	1	1					✓	✓	✓

Performance Indicator	2014-15	2015-16	2016-17	Corporate Plan	National Strategic Indicator	Telecare Services Association	Outcome Agreement	Corporate Performance Report	Scrutiny	Local Indicator
	Outcome	Target	Target							
The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	199.53	190	190	✓				✓		✓
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	51.02%	55%	55%	✓						✓
The percentage of homeless presentations decided within 33 working days	77.4%	75%	75%					✓		✓
The average number of days all homeless families with children spent in Bed and Breakfast accommodation	0	0	0						✓	✓
The average number of calendar days taken to deliver a Disabled Facilities Grant	192	200	200	✓	✓				✓	✓
The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	44.33	50	50						✓	✓
The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	112.74	Q1 -90 Q2 - 80 Q3 - 70 Q4 - 60	60					✓	✓	✓
Vacant Local Authority stock as percentage of overall stock	1.71%	1.5%	1.5%					✓	✓	✓
The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.65%	2%	2%					✓	✓	✓
Speed of processing: Average time for processing new CTR claims	18.91	21	21					✓	✓	✓

Performance Indicator	2014-15	2015-16	2016-17	Corporate Plan	National Strategic Indicator	Telecare Services Association	Outcome Agreement	Corporate Performance Report	Scrutiny	Local Indicator
	Outcome	Target	Target							
Speed of processing: Average time for processing new HB claims	21.3	21	21					✓	✓	✓
Percentage of new HB claims processed within 14 days of all information received	95.13%	95%	95%						✓	✓
Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	224	200	200					✓	✓	✓
The percentage satisfaction with completed Neighbourhood Regeneration Schemes	84%	75%	75%							✓
The average number of days that all homeless households spent in Bed and Breakfast accommodation	0	0	0							✓
The average number of days that all homeless households spent in Other forms of temporary accommodation	206.25	200	200					✓		✓
Number of boilers upgraded through the programme of works, which includes all non A rated boilers	1256	550					✓			
Number of roofs replaced ensuring that where appropriate the new roof is well insulated.	63	240					✓			
Number of poorly insulated blocks of flats with retrofitted cladding	75	70 flats					✓			
The number of Into Work Service users aged 18+	30,931	n/a					✓			
% of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course	80%	85%					✓			

Performance Indicator	2014-15 Outcome	2015-16 Target	2016-17 Target	Corporate Plan	National Strategic Indicator	Telecare Services Association	Outcome Agreement	Corporate Performance Report	Scrutiny	Local Indicator
Number of Into Work Service users aged 16-18	328	n/a					✓			
Number of Into Work Service skills focussed workshops run	662	500					✓			
Number of businesses attending Jobsfair events	91	70					✓			
Number of individuals assisted through Into Work Services	31,259	n/a					✓			
Number of Into Work Service Users completing an accredited course	2,257	800					✓			
% of Into Work Service users who complete an accredited course who gain a qualification	92%	90%					✓			

**City Operations
Directorate Delivery
Plan
2015-2017**



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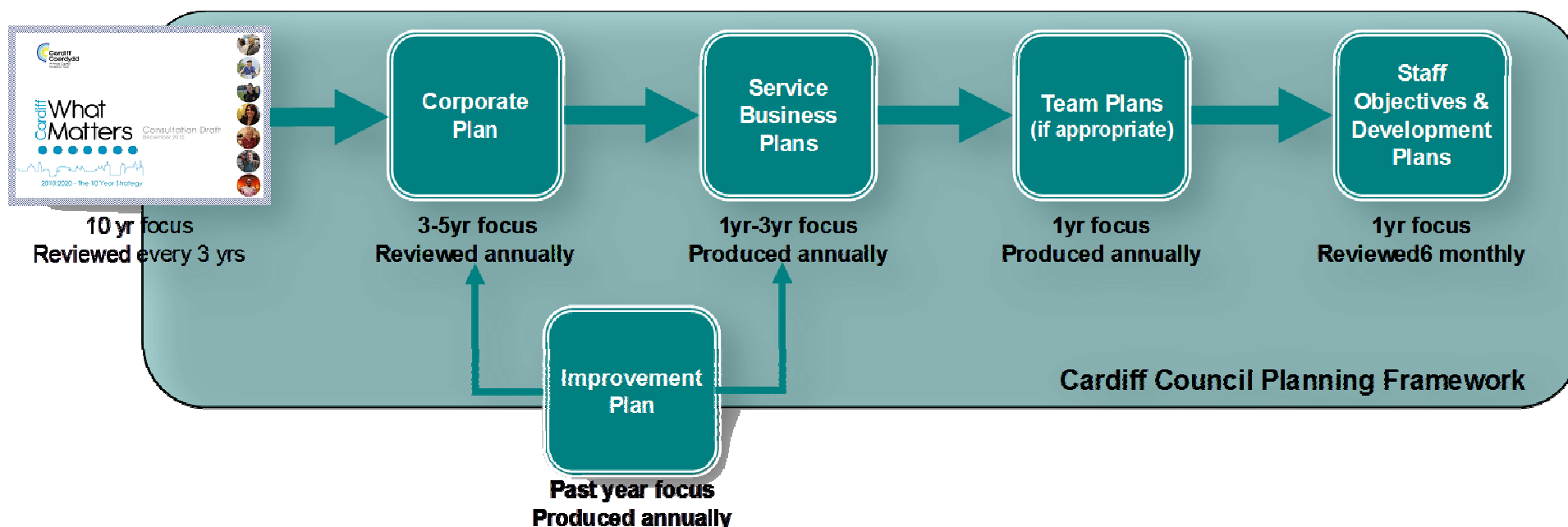
Introduction

Cardiff's Corporate Plan 2015-17 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This Directorate Delivery Plan identifies the contribution that we will make in 2015 -16 to the Council's improvement priorities, and Corporate Plan. The Plan describes the continuing core services that we provide, contains an assessment of our achievements in 2014-15 and presents the service's priorities and commitments for 2015 -16. The action plan details what actions will be taken and how success will be measured. Links are made to the Council's Medium Term Financial Strategy and the collaborative arrangements that will help us to deliver services in the future.

The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this Plan

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Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this Plan and our achievements will be published in the Annual Improvement Report.

Directorate Introduction

City Operations is a new Directorate formed in April 2015 incorporating the former Directorates of Environment, Strategic Planning, Highways, Traffic and Transportation and part of Sport, Leisure and Culture. With a key role of ensuring the effective and efficient implementation of the Council's strategic choices, the Directorate will have with a clear focus on achieving continually improving outcomes in the field of City Operations; essentially keeping the City green and clean. Core business areas are outlined in the following pages.

Our Priorities

Supporting People in Vulnerable Situations – People in Cardiff have access to good quality housing

- Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city (Regulatory function)

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Sustainable Economic Development as the Engine for Jobs and Growth - Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure:

- Work with key partners to design and deliver a new transport interchange- including a new bus station- as part of a high quality gateway into the city by December 2017
- Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015
- Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015
- Adopt the Local Development Plan by October 2015
- Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region
- Establish a new strategy for highways and transport asset maintenance & renewal by October 2015
- Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.

- Production of a Parks and Green Spaces Vision
- Complete the procurement process for leisure centres.

Working with people and partners to design, deliver and improve services - Communities and partners are actively involved in the design, delivery and improvement of highly valued services

- Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016
- Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016
- Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government
- Implement the regional service for Regulatory Services with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards, landlords and licencing services
- Introduce new models of service provision for youth, (joint target with Education and Learning) and play services in the city by April 2017, with existing services running until new services are in place.

Our Challenges

- Managing current and future unprecedented financial savings and impacts
- Developing and taking forward key phases within the new Waste Strategy
- Significant increase of recycling performance to meet and exceed 2015/16 statutory target of 58%
- Full implementation of city-wide Neighbourhood Services in-house model
- Progression of alternative delivery model arrangements for infrastructure services and leisure facilities
- Implementation of regional collaboration for Regulatory services
- The implementation of the Welsh Agents and Landlords Licensing Scheme
- Taking forward energy and sustainability projects and initiatives
- Improving Highways and Transportation Service Change
- Adopting Local development Plan and developing master plan for Cardiff Bay area
- Taking forward and supporting key transportation projects
- Finding a way to ensure the city's green assets are protected for the future
- Maintaining momentum to continue to reduce sickness absence

Core Business

- Area Strategies
- Bereavement and Registration Services
- Building Control
- Cardiff Harbour Authority
- City Transport Services
- Cycling and Walking
- Emergency Planning
- Energy, Sustainability and Carbon Management
- Flood risk management
- Highways Assets and Operations
- Leisure Services
- Licensing Policy
- Network Management (including Parking Management)
- Parks and Green Spaces
- Public Transport
- Strategic and operational Waste Management (including; Commercial and domestic waste collections, Street Cleansing, Waste Disposal and Waste Education and Enforcement)
- StreetscapeTransport Strategy and Policies

Core achievements during 2014-15

- Identification of short list of 5 alternative delivery models for the scope of Services within the Infrastructure Services project, completion of the Soft Market Testing exercise, and visits to a range of Council's that have implemented alternative delivery models.
- Commencement of the Neighbourhood Management Services pilot in South West of City
- Achieved 52% recycling rate (to be validated) and met our biodegradable landfill allowance target
- The Interim Residual Waste Treatment Contract was procured by Cardiff for the partnership of Caerphilly, Cardiff, Monmouthshire, Newport and Vale of Glamorgan Councils. Securing residual waste treatment for the partnership From September 2014 to August 2015, diverting residual waste from landfill, decreasing the carbon impact of residual waste and generating budget savings for the Cardiff and the Partnership.
- Closure of the Lamby Way landfill site to active waste and completion of 60,000 square metres of permanent landfill capping and restoration works
- April 2015 saw the reaching of financial close to deliver a 15 year contract for the treatment and recycling of Cardiff and the Vale of Glamorgan's food and green garden waste. Securing guaranteed recycling of food and green waste for 15 years and providing a 35,0000 tonne Anaerobic Digestion facility generating 1.5 MW of electricity and open windrow facilities within Cardiff
- Rebalanced recycling collection rounds to deliver a £300,000 saving in the first quarter
- Redesigned cleansing services in order to deliver £700,000 of savings in 2014/15
- Successful management and control of waste and cleansing issues around the NATO event without additional funding
- Reduced waste management and cleansing sickness absence to 2 days below the target for 2014/15
- Installed 416 kilowatts of renewable energy on our own assets
- Achieved a Bronze Award as a Sustainable Food City
- Commencement of energy projects such as Solar Farm and Radyr Weir
- Successful Funding bids for Shallow Geothermal research (£130k) and Portable Renewables (£1m)

- Cardiff Council was designated as the Single Licensing Authority for Wales to deliver Part1 of the Housing (Wales) Act 2014. Successful bids submitted to Welsh Government to cover the costs of implementation
- Introduce Moving Traffic Offences system
- Won award for dynamic procurement associated with provision of passenger transport
- Major Cycle and Bus infrastructure delivered on key routes
- Strategic City Bus Route Review completed
- Delivering LTP and securing Metro funding for A469/A470 and Barrage Link design. Delivery of bus lanes on A4119
- M4 Coryton Interchange Completion (scheme delivery with WG)
- Delivery of key sustainable transport infrastructure projects: City Road/Newport Road, Penarth Road
- Delivery of the £1.5M Rhiwbina Flood Alleviation Scheme.
- Implementation of Innovative Street Lighting Residential Dimming Project to achieve 33% energy savings on completion.
- Delivery of circa £7M of Carriageway and Footway Capital Improvement Work and a total delivery of circa £10M across all Highway assets
- Progress Local Development Plan through public hearings – adoption October 2015
- Delivering major new settlement masterplan and development proposals
- Major budgetary and service restructuring and enhancement delivered for SPH&T&T
- Commenced the preparation of a Community Infrastructure Levy for Cardiff
- Prepared the Cardiff Liveability Guidance to support the masterplanning of strategic sites
- Prepared the Cardiff Public Realm Manual to apply a consistent quality to our streets and spaces
- Commenced procurement processes for Leisure Centres
- Achieved record income levels at Leisure Centres
- Parks were deemed by APSE to be one of the 6 most improved services in the UK

- Strategic frameworks for Bereavement and Registration, Parks and Green Spaces and Play were produced with cultural priorities for Cardiff agreed
- Community Asset Transfer / leases agreed on Plasnewydd, Maes-y-Coed, Insole Court and principle for lease International Sports Stadium
- Completed the Joint Venture for Sport Cardiff with Cardiff Met University, which has been recognised as an example of best practice
- Completed capital investments works at Thornhill Crematorium and High Ropes facility at Cardiff International White Water
- Completed Cardiff Year as European Capital of Sport

Key Aspirations for 2015-16

- Translating the Council's stated vision and priorities into a set of aligned and effective strategies for services across City Operations Directorate
- Optimising the use of resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver the key services needed by the people of Cardiff and the City Region
- Managing the strategic impact of shifting service demands in a diverse City Region, prominent financial pressures and a commitment to the provision of improving standards
- Formation and on-going development of deep-rooted strategic partnerships and relationships that will place Cardiff's City Operations services at the forefront of the City Region
- Host the Rugby Union World Cup (8 matches) and the Ashes Cricket
- Scope out the prospect of a bid by Cardiff for the European Capital of Culture 2023
- Produce a Vision for Parks and Open Spaces
- Implement new income generating schemes and opportunities across leisure and parks
- Ensure that facility management procurement process for leisure centres delivers the best financial and operational outcomes for Cardiff
- Transfer to the community as many of the facilities as possible which are currently used as Play Centres
- Implement new income generating schemes and opportunities
- Achieve planning consent on the world-class new central transport interchange – and see the proposals being developed on site.
- Deliver a new world class transport and cycling strategy for the City
- Deliver a new parking strategy for the city
- Deliver new masterplan for the bay area

- Develop with regional partners a regional transport action plan
- Progress to site liveable new major settlements on Local Development Plan allocation sites
- Take Local Development Plan through to adoption
- Identify and commence implementation of appropriate alternative delivery models for the services within scope of the Infrastructure Services project
- Commencement of transition to Prosiect Gwyrdd 25 year Residual Waste Treatment contract in September 2015, anticipated to deliver significant budget savings for the partnership of 5 councils over the 25 year period, further contributing to authorities recycling figures with the introduction of Incinerator Bottom Ash recycling, capture of metals and the future potential to recycle Air Pollution Control Products to provide a zero waste to landfill solution for the partnerships residual waste.
- Drive forward waste minimisation and increase recycling
- Achieve over 58% recycling
- Procure the final two phases of permanent capping and restoration at the Lamby Way landfill site
- Increase income in relation to cleansing services through taking a more commercial approach
- Work collaboratively across departments to deliver quality waste and cleansing services where they are needed most
- Develop and utilise partnerships to support delivery of waste and cleansing frontline services
- Install 6MW of energy on our own estate (enough power for 6,000 homes)
- Continue momentum to further reduce sickness absence levels

Resources

Staff Numbers & Characteristics

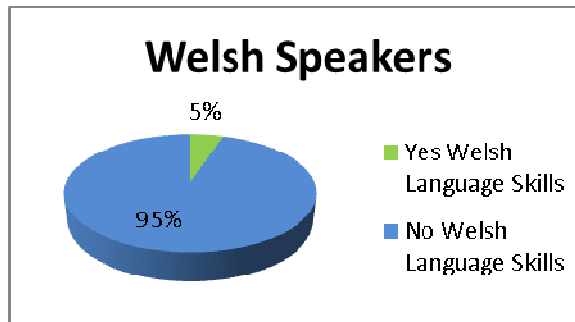
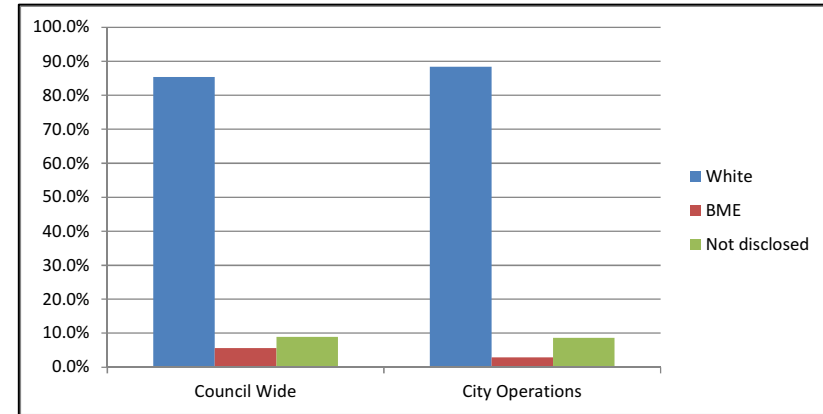
	%	No.
FTE Posts	-	1469
Number of Staff	-	1678
Temp	0%	0.00
Perm	0%	0.00
% of Estimated Leavers (excl Retirements)	0%	0
% of Estimated Retirements	0%	0
% Fixed Overtime	0%	0
% Vacant Posts	0%	0

Gender	%	No.
Male	67.3	1129
Female	32.7	549

Disability	% yes	% No
	1.5	98.5

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Age Profile	16-19	20-29	30-39	40-49	50-59	60+
% of Staff	0.1%	8.58%	21.28%	30.04%	31.35%	8.70%
Number of Staff	1	144	357	504	526	146



Budget statement 2015/16

Budgets	Budget 2015/16		
	Expenditure £'000	Income £,000	Net £'000
Bereavement & Registration Services	3,082	(3,124)	(42)
Cardiff Harbour Authority	7,003	(7,003)	0
Civil Parking Enforcement	9,422	(9,422)	0
Energy & Sustainability Management	1,557	(676)	881
Infrastructure, Operations, Assets & Engineering	29,373	(21,977)	7,396
Leisure Services	11,305	(8,040)	3,265
Management & Support	1,255	(39)	1,216
Parks & Sport	8,949	(2,742)	6,207
Planning & Building Control	3,682	(2,828)	854
Play Services	1,427	(254)	1,173
Regulatory Services	5,096	(891)	4,205
Schools Transport	6,691	(77)	6,614
Transport Planning, Policy & Strategy	2,362	(335)	2,027
Waste Management & St Cleansing	30,747	(13,216)	17,531
Total - City Operations	121,951	(70,624)	51,327
	Target 2015/16 Savings	£12,135	

Finance – to be provided by Finance in due course

Budgets	Budget 2015/16			Variance	2016/17	2017/18
	Expenditure £'000	Income £,000	Net £'000		Net (indicative) £'000	Net (indicative) £'000
<<Insert >>	<<Insert>>	<<Insert>>	<<Insert>>	<<Insert>>	<<Insert>>	<<Insert>>
Target 2015/16 Savings						£

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Key Context & Challenges

Priority objectives have been set out in Part 2 of the Delivery Action Plan to take forward the saving requirements for 2015/16, longer terms mitigations for savings for 2016/17 and 2017/18 are included in Part 3.

Actions taken forward from 2014/15 Directorate Delivery Plans

Of the priorities and commitments defined in the respective 2014-15 Directorate Plans, the following commitments continue into the new City Operations 2015/16 Delivery Plan:-

- ENV01 - Deliver a new Energy Prospectus outlining the business case for investment in localised energy generation in the city
- ENV02 - Deliver new Waste Strategy
- ENV03 - Deliver a national collective energy switch, subject to approved funding
- ENV04 - Deliver a more attractive environment for the city through the Cardiff Outdoors scheme
- ENV05 - Deliver phase 1 of the Radyr Weir project
- ENV06 - Submit bids for funding through the ARBED scheme to invest in Retrofitting
- ENV07 - Redesign the street cleaning team to match user needs
- MP01 - Produce a report to Cabinet detailing proposal to collaborate upon the provision of Regulatory services
- SL&C2 - Plans for future needs of the city in terms of leisure facilities and parks and open spaces
- SL&C4 - New model for Children's play
- SL&C5 - Remodelling of Eastern Leisure Centre
- SL&C7 - Increase sport participation levels
- SL&C8 - Participation of Friends Groups and volunteers in development of parks
- SL&C10 - Partnering to ensure continued operation of key leisure facilities
- SL&C11 - Programme of apprenticeships, trainee schemes and work placements
- Implementation of Bereavement Strategy
- SP&T1 - Deliver the Local Development Plan, including submission of Deposit LDP to Welsh Government
- SP&T2 - Develop plans for new Central Public Transport Hub
- SP&T3 - Deliver a new Parking Strategy to help manage travel demand and improve management of the strategic highway network
- SP&T4 - Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay
- SP&T6 - Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world
- SP&T8 - Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area
- Improvement to sickness absence levels

Action Plan and Performance Measures

Part 1 – Corporate Plan and Cardiff Partnership Priorities

Outcome	Cardiff is a great place to live, work and play	
Improvement Objective	People in Cardiff have access to good quality housing	
Priority	2: Supporting people in Vulnerable Situations	
Commitment	Ref No: CO1/R	Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city.
Link to Medium Term Financial Strategy		
Partners	Landlords, Police, Fire Service, Cardiff University, Cardiff Metropolitan University and University of South Wales	

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Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO1/R	Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants through prioritised investigation of complaints and the proactive delivery of additional licensing schemes in the city.	Will Lane	Q1 - Consult stakeholders and produce Cabinet Report on re-declaration of Cathays Additional Licensing Scheme Q2 - If Cabinet approve, implement re-declaration of Cathays Additional Licensing scheme Q3- Review 1 year impact of additional Licensing Scheme in Plasnewydd	PSR/004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through

			Q4 - Implement the locally enforced elements of the new national legislation to license landlords and agents of privately rented property	
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Outcome	Cardiff has a thriving and prosperous economy
Improvement Objective	Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

Priority		3: Sustainable Economic Development as the Engine for Jobs and Growth		
Commitment		Ref No: CO2/T	Work with key partners to design and deliver a new transport interchange- including a new bus station- as part of a high quality gateway into the city by December 2017	
Link to Medium Term Financial Strategy				
Partners		Public Transport Operators, Architectural and Design Team		
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO2/T	Work with key partners to design an implementation plan and deliver a new transport interchange- including a new bus station- as part of a high quality gateway into the city by December 2017 <i>(SP&T2 in former Corporate Plan)</i>	Paul Carter	Q1 - Complete Council decision making processes and appoint designer following short listing exercise.	Cabinet Report and approved design for new interchange
			Q2 - Develop draft design	
			Q3 - Approve final design and complete procurement exercise	
			Q4 - Develop implementation plan in conjunction with the city centre transport plan arrangements	
CO2.1/T	Secure approved design and Planning Consent for new bus station	Paul Carter / Claire Moggridge	Q1 - Scrutiny and submission of Planning Application	Appoint architect and design team.
			Q2 - Secure Cabinet approval of preferred designer	
			Q3 - Carry out Public Consultation	Approval of design by bus operators
			Q4 - Obtain Planning Consent for new bus station	

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Outcome	Cardiff has a thriving and prosperous economy
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Improvement Objective		Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure		
Priority		3: Sustainable Economic Development as the Engine for Jobs and Growth		
Commitment		Ref No: CO3/T	Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015.	
Link to Medium Term Financial Strategy				
Partners		Welsh Government lead /steer with Council as partners		
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO3/T	Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro. Develop a Cardiff City Transport Strategy benchmarked against European best practice by December 2015.	Paul Carter	Q1 - Progress partnership and continue to liaise with Welsh Government and partners on a quarterly basis or as required.	Delivery Programme
			Q2 - Develop, with partners, a phased programme of delivery for strategic transport projects by December 2015	
			Q3	
			Q4	
CO3.1/T	Deliver and review status of programme of bus and active travel schemes on a quarterly basis <i>(SP&T4 in former Corporate Plan)</i>	Paul Carter/Jason Dixon	Q1 - Engage with Welsh Government and scope technical work	Delivery Plan
			Q2 - Initiate investigative studies	
			Q3 - Consultation with stakeholders	
			Q4 - Delivery Plan	

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Outcome	Cardiff has a thriving and prosperous economy
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Improvement Objective		Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure		
Priority		3: Sustainable Economic Development as the Engine for Jobs and Growth		
Commitment		Ref No: CO4/SP	Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015	
Link to Medium Term Financial Strategy		The masterplan and resulting development will produce substantial economic benefits for Cardiff		
Partners		Economic Development Team, Welsh Government, Major Cardiff Bay landowners, ABP, Red Dragon Centre, Mermaid Key (Schroders Bank)		
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO4/SP	Develop a new Master Plan and Action Plan for Cardiff Bay Area by December 2015 (SP&T8 in former Corporate Plan)	Simon Gilbert	Q1 - Assess all draft proposals in terms of economic viability and alignment with Bay Vision	Cabinet Report and approval.
			Q2 – Develop and amend proposals where necessary	
			Q3 - Present to Cabinet. Finalise the plan and consultation material	
			Q4 - Public Launch of the Masterplan – finalise plan in the light of comments.	

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Outcome	Cardiff has a thriving and prosperous economy
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Improvement Objective		Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure		
Priority		3: Sustainable Economic Development as the Engine for Jobs and Growth		
Commitment		Ref No: CO5/SP	Adopt the Local Development Plan by October 2015	
Link to Medium Term Financial Strategy		LDP is a statutory requirement for the Council to deliver and brings forward new homes and jobs which are key policy objectives of the Welsh Government & Cardiff County Council		
Partners		Wide range of bodies including Welsh Government, other Local Authorities, statutory consultees, developers, landowners, business interest groups, community interest groups & general public		
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
Page 96 CO5/SP	Adopt the Local Development Plan by October 2015 <i>(SP&T1 in former Corporate Plan)</i>	James Clemence	Q1 - Respond to LDP Action Points, consultation on any changes (subject to Inspector's instructions)	Meeting deadlines set by Inspectors
			Q2 - Await Inspector's Report and any other instructions	
			Q3 - Secure adoption at Council providing Inspector's Report is received and considers the LDP is sound (including changes), update website, arrange translation hard copies, Public Notices and other legal requirements	
			Q4 – Commence monitoring and delivery arrangements	
CO5.1/SP	Monitor performance of LDP	James Clemence	Q1 - Consult on detailed changes to Monitoring Framework (subject to Inspector's instructions)	Monitoring Framework'
			Q2 - Await Inspector's Report and any other instructions	
			Q3 - Await confirmation of adoption	

			Q4 - Establish and roll out measures to monitor indicators contained in the Monitoring Framework and to thereafter capture in the Annual Monitoring Report (a statutory obligation of the LDP process)	
CO5.2/SP	Deliver the LDP through preparation of SPG, development guidelines and other supporting guidance	James Clemence / Simon Gilbert	Q1 - Include list of SPG within Monitoring framework	Monitoring Framework'
			Q2 - Await Inspector's Report and any other instructions	
			Q3 - Await confirmation of adoption	
			Q4 - Implement phased programme of new SPG aligned to newly adopted LDP	
Page 97 CO5.3/SP	Deliver the necessary infrastructure to support the LDP proposals including progressing the Community Infrastructure Levy (CIL) and Section 106 obligations	Simon Gilbert	Q1 - Consider responses to CIL Preliminary Draft Charging Schedule and prepare Draft Charging Schedule through engagement with Service Areas and stakeholders	Progression of CIL within agreed timescales
			Q2 - Cabinet Approval to consult on Draft Charging Schedule and to seek authorisation to submit for Examination	
			Q3 - Consideration of responses to Draft Charging Schedule and submission for Independent Examination	
			Q4 - CIL Examination	
CO5.4/SP	Deliver the LDP by ensuring that its strategy and policies inform the emerging Strategic Development Plan (Regional Plan subject to	James Clemence	Q1 - Await details of new Planning Bill and engage in regional collaborative dialogue including SEWSPG and Cardiff Capital Region Board	Measures to be established following Planning Bill

			Q2 - Await details of new Planning Bill and engage in regional collaborative dialogue including SEWSPG and Cardiff Capital Region Board	
			Q3 - Discuss and agree a Council position on the new Bill and engage in regional collaborative dialogue including SEWSPG and Cardiff Capital Region Board	
			Q4 -Discuss and agree a Council position on the new Bill and engage in regional collaborative dialogue including SEWSPG and Cardiff Capital Region Board	

Outcome	Cardiff has a thriving and prosperous economy People in Cardiff have a clean, attractive and sustainable environment			
Improvement Objective	Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure			
Priority	3: Sustainable Economic Development as the Engine for Jobs and Growth			
Commitment	Ref No: CO6/E	Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region		
Link to Medium Term Financial Strategy	Financial savings ENV14 & 15			
Partners	Welsh Government, Local.Gov.UK			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO6/E	Establish an Energy Prospectus by August 2015, recommending the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region (ENV01 in former Corporate Plan)	Gareth Harcombe	Q1 - Continue liaison with Welsh Government to draft Prospectus	Cabinet Report and approval Renewable energy generation on the Council's portfolio (land and assets) measured in MW of capacity
			Q2 – Finalise Prospectus and report to Cabinet	
			Q3/4 – Act on outcomes from Cabinet	
CO6.1/E	Delivery of live energy projects within Prospectus (ENV05 in former Corporate Plan)	Gareth Harcombe	Q1 – Approve detailed design of Radyr Weir Hydro	Commissioning of schemes Renewable energy generation on the Council's portfolio (land and assets) measured in MW of capacity
			Q2 – Secure planning consent for Solar Farm	
			Q3 – Commence construction for Radyr Weir Hydro and Solar Farm	
			Q4 – Complete construction and commission	

Outcome	People in Cardiff have a clean, attractive and sustainable environment	
Improvement Objective	Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure	
Priority	3: Sustainable Economic Development as the Engine for Jobs and Growth	
Commitment	Ref No: CO7/T	Establish a new strategy for highways and transport asset maintenance & renewal by October 2015
Link to Medium Term Financial Strategy	Capital investment programme, S106 and CIL for renewal / improvements. Revenue budgets and commuted maintenance sums for maintenance	
Partners		

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO7/T	Establish a new strategy for highways and transport asset maintenance & renewal by October 2015	Matt Wakelam	Q1 - Establish the framework for the strategy including identification of all assets.	THS/011a - Percentage of principal (A) roads that are in overall poor condition THS/011b - Percentage of non-principal/classified (B) roads that are in overall poor condition THS/011c - Percentage of non-principal/classified (C) roads that are in overall poor condition
			Q2 - Develop the strategy for managing each asset group in terms of maintenance and renewal. Align with the highways asset investment strategy	
			Q3 - Produce a draft strategy for Cabinet consideration.	
			Q4	

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Outcome	People in Cardiff have a clean, attractive and sustainable environment			
Improvement Objective	Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure			
Priority	3: Sustainable Economic Development as the Engine for Jobs and Growth			
Commitment	Ref No: CO8/T	Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.		
Link to Medium Term Financial Strategy				
Partners	Stakeholder as represented on Cycle Liaison Working Group			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO8/T	Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.	P Carter	Q1 - Background research and data collection on Best Practice	LTPPI11/C - Mode of Travel to Work by: Cycling (%)
			Q2 - Develop Strategic Objectives and Actions	
			Q3 - Produce Draft Strategy for consultation	
			Q4 - Incorporate consultation feedback and produce Final Strategy by March 2016	
CO8.1/T	Work towards fulfilling the requirements of the Active Travel Act including the production of existing and integrated route maps, and work towards the delivery of an on street cycle hire scheme for	Matt Price	Q1 - Initiate cycle infrastructure delivery programme	LTPPI11/C - Mode of Travel to Work by: Cycling (%)
			Q2 - Compile and assess route audit data for active travel existing route map	

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			Q3 - Produce a consultation draft of the Existing Route Map of Active Travel Routes by December 2015 (as required by the Active Travel Act 2013) and publish the first report on the bicycle account	
			Q4 - Submit existing route maps to Welsh Government	
Outcome	Cardiff has a thriving and prosperous economy People in Cardiff have a clean, attractive and sustainable environment			
Improvement Objective	Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure			
Priority	3: Sustainable Economic Development as the Engine for Jobs and Growth			
Commitment	Ref No: CO9/T	Develop a Cardiff City Transport Strategy benchmarked against European best practice by Dec 2015.		
Link to Medium Term Financial Strategy				
Partners	Transport Operators, Stakeholders and Welsh Government			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO9/T	Develop a Cardiff City Transport Strategy benchmarked against European best practice by Dec 2015. (SP&T6 in former Corporate Plan)	Paul Carter	Q1- Background research and data collection on Best Practice Q2 - Develop Strategic Objectives and Actions and incorporate the principles and objectives set out in the LTP (2015-20) Q3 - Produce Draft Transport Strategy and undertake appropriate consultation Q4 - Incorporate consultation feedback and produce Final Strategy by March 2016	Approval of Transport Strategy

CO9.1/T	Deliver the work programme identified in the Local Transport Plan 2015-20	Paul Carter	Q1 - Secure approval for the LTP 2015-20 from WG and secure funding from Welsh Government to deliver key strategic transport projects identified in the Local Transport Plan. Consult on a new parking strategy	Approval of Local Transport Plan Successful Bids for funding Delivery of individual schemes on time and budget
			Q2 - Initiate infrastructure delivery programme and deliver a new parking strategy	
			Q3 - Monitor delivery of schemes	
			Q4 - Complete delivery of schemes	
CO9.2/T	Deliver new Parking Strategy for Cardiff by Summer 2015 <i>(SP&T3 in former Corporate Plan)</i>	Paul Carter	Q1 - Undertake Consultation on the new strategy	Approval of Parking strategy Delivery of specific schemes on time and budget
			Q2 - Corporate Approval	
			Q3 - Publish Parking Strategy	
			Q4 - Monitor for effectiveness	

Outcome	Cardiff is a Great Place to Live, Work and Play			
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services.			
Priority	4: Working with people and partners to design, deliver and improve services.			
Commitment	CO10/P	Introduce new models of service provision for youth and play services in the city by April 2017, with existing services running until new services are in place.		
Link to Medium Term Financial Strategy				
Partners	Play Wales			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO10.1/P	Transfer Children's Play Centres to community ownership and create commissioning model by April 2016 (Link to 14/15 Delivery Plan Commitment – Ref SL&C4)	Malcolm Stammers	Q1 - Oversee the employment of 3 play development workers and commence provision of detailed advice and support to community organisations.	Appointment of 3 play development workers. Completion of three community transfers.
			Q2 - Continue to work with identified community groups and organisations to bring about community delivery from existing play centre buildings.	
			Q3 - Continue to work with identified community groups and organisations to bring about community delivery from existing play centre buildings.	

			Q4 - Progression to a minimum of three completed community transfers	
CO10.2/P	Implement Council's Play Sufficiency Plan <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C4)</i>	Malcolm Stammers	Q1 - Report on 2014/15 Action Plan to Welsh Government	Progression in accordance with 15/16 Play Sufficiency Plan targets and milestones.
			Q2 - Mid-year progress monitoring review of 2015/16 Action Plan and amend if necessary.	
			Q3 - Undertake further consultation work to improve understanding of play opportunities.	
			Q4 - Prepare report on 2015/16 Action Plan for Welsh Government and begin work with Play Sufficiency Assessment Working Group on 2016/17 Action Plan.	
CO10.3/P	Work to create a Play Association via Play Wales <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C4)</i>	Malcolm Stammers	Q1 - Support the facilitation to further progress the plan for a Play Association with relevant organisations.	Establishment of Play Association in accordance with planning stages.
			Q2 - Progression of development work.	
			Q3 - Presentation of a plan for consideration by the relevant Cabinet member on establishment of a Play Association for approval.	
			Q4 - Implement and support the newly established Play Association to enable commissioning to commence in April 2016.	

Outcome	Cardiff is a Great Place to Live, Work and Play			
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services.			
Priority	4: Working with people and partners to design, deliver and improve services.			
Commitment	CO11/L	Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016		
Link to Medium Term Financial Strategy	Savings; SLC 14,15, 16 & 17			
Partners	Community Groups			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO11.1/L	Conclude the procurement process for Leisure Centre operator and introduce preferred	Malcolm Stammers	Q1 - Complete the outline submission competitive dialogue process and reduce to four the no of bidders/orgs.	Delivery in accordance with programme.

			<p>Q2 - Prepare the tender requirements and undertake detailed submission dialogue to reduce to two bidders / organisations and benchmark against an enhanced in house model.</p> <p>Q3 - Complete detailed submission dialogue with the remaining two bidders / organisations. Complete comparison to enhanced in house model and report to Cabinet on a final decision as to contract award.</p> <p>Q4 - Prepare and develop transition and mobilisation plans for new operator.</p>	
CO11.2/L	<p>Transfer Cardiff International Sports Stadium to Cardiff and Vale College</p> <p><i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C10)</i></p>	Malcolm Stammers	<p>Q1 - Conclude negotiations with Cardiff and Vale College and agree legal terms for the College to undertake the agreed building works.</p> <p>Q2 - Continue with the building works and the completion of lease agreement with effect from 1.7.15.</p>	<p>Conclusion of transfer.</p> <p>Achievement of saving £305k (SLC16 / No.160)</p>
CO11.3/L	<p>Complete the Strategic Framework for Sport and Leisure Facilities</p> <p><i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C2)</i></p>	Malcolm Stammers	<p>Q1 - Investigate all potential delivery models for the long term sustainability of leisure provision across the city in the three agreed strands of sports halls, swimming pools & artificial grass pitches.</p> <p>Q2 - Extend to two more strands of delivery models for grass pitches and elite facilities.</p> <p>Q3 - Prepare a Cabinet Report on the various delivery models.</p> <p>Q4 - Begin to plan the implementation of findings.</p>	<p>Delivery in accordance with programme.</p>
CO11.4/L	<p>Find a new management operator for Canton Community</p>	Malcolm Stammers	<p>Q1 - Identify potential management operators utilising all available methods including via the Council's 'Stepping Up' process.</p>	<p>Conclusion of transfer and</p>

			Q2 - Detailed discussions with the identified operator for management of Centre including agreed heads of terms and lease.	
CO11.5/L	Community Asset Transfer of Maes-y-Coed and Plasnewydd Community Centres <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C10)</i>	Malcolm Stammers	Q1 – Q4 - Monitoring of new operators for both Maes-y-Coed and Plasnewydd Community Centre Community Asset Transfers to ensure sustainability.	Early identification / action in respect of potential sustainability issues.
CO11.6/L	Redevelopment of Pontprennau Community Centre within the School Re-organisation Plan <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C10)</i>	Malcolm Stammers	Q1 - Continue discussions with Education on the operation of the School / centre following opening of new school in September '15.	Development of operating model. Achievement of target attendance in first 6 months of operation.
			Q2 - Develop an operating model for centre after school opening providing as wide and access to the community as possible.	
			Q3 - Implement and monitor operating model.	
			Q4 - Review first 6 months operation of new model and agree any changes required to ensure sustainability.	
CO11.7/L	Development of Star Hub <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C2)</i>	Malcolm Stammers	Q1 - Planning permission obtained and tender agreed with contractor.	Operating arrangements established in preparation for launch.
			Q2 - Agree staffing and operating arrangements with other service areas utilising the new facility.	
			Q3 - Develop the equipment requirement and begin to progress operating procedures & processes.	
			Q4 - Begin to plan launch of new Star Hub during the late Summer 2016.	
CO11.8/L	Remodel Eastern Leisure Centre <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C5)</i>	Malcolm Stammers	Q1 - Refurbishment contract commencement. 66 week contract.	Delivery in accordance with programme.
			Q2 - Ongoing development	
			Q3 - Ongoing development	Achievement of 6200k revenue

			Q4 - Ongoing development	
CO11.9/L	Insole Court Renovation and transfer to Trust (Link to 14/15 Delivery Plan Commitment – Ref SL&C2)	Malcolm Stammers	Q1-Q3 - Monitor progression of capital works and implement a programme of training opportunities for the Trust to enable them to operate premises when control assumed.	Completion of renovation in accordance with programme and transfer to Trust
			Q4 Complete transfer to Trust.	

Outcome	People in Cardiff have a clean, attractive and sustainable environment			
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services			
Priority	4: Working with people and partners to design, deliver and improve services			
Commitment	Ref No: CO12/I	Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016		
Link to Medium Term Financial Strategy	Objective linked to longer term financial savings for 2016/17 & 2017/18			
Partners	Procurement, Trade Unions, Staff			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref

CO12/I	Commence implementation of a new approach to infrastructure services (which includes Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services) to improve effectiveness whilst reducing costs from 2016 <i>(ENV04 in former Corporate Plan)</i>	David Lowe	Q1 - Prepare the Submission of Outline Business Case to Cabinet Meeting	Completion / submission of OBC / Cabinet Report
			Q2-4 – Milestones dependant on outcome of Cabinet meeting outcomes, these will be planned in accordance with decision	
CO12.1	Develop and implement in-house costed improvement plans for each service within Alternative Delivery Model scope	David Lowe	Q1 – Finalise improvement action plans for services in scope, consult with staff and trade unions	Improvement Action Plans
			Q2 – Commence implementation of improvement actions	
			Q3 – Continue to implement improvement actions, monitor and review for effectiveness	
			Q4 – Continue to implement improvement actions, monitor and review for effectiveness	

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Outcome	People in Cardiff have a clean, attractive and sustainable environment	
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services	
Priority	4: Working with people and partners to design, deliver and improve services	
Commitment	Ref No: CO13/W	Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government
Link to Medium Term Financial Strategy	Financial savings ENV5, 7 & 8	
Partners	Welsh Government	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO13/W	Phase 1: Residual Waste Restricting Programme - Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) by March 2016 and continue to develop the future waste and recycling strategy for Cardiff in partnership with Welsh Government (ENV02 in former Corporate plan)	Jane Cherrington	Q1 – Waste Strategy Report to Cabinet and commence City-Wide Communication Campaign	WMT/009(b) - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way
			Q2 – Progress implementation of changes arising from Waste Strategy	
			Q3 – Closely monitor effectiveness of Communication Campaign	
			Q4 – Monitor and review outcomes and address further actions as required	
CO13.1/W	Phase 2: Household Waste & Recycling Centre's (HWRCs) – new markets and re-use options	Pat McGrath	Q1 – Outline detailed Business Plans to be developed for HWRCs	WMT/011 - The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for re-use, recycled or of source segregated bio-waste that is composted or treated biologically in another way
			Q2 – Procurement arrangements for new markets and reuse options i.e. carpets and mattresses	
			Q3 – Develop reuse centre	
			Q4 – Commence operating arrangements	
CO13.2/W	Phase 3 & 4: Recycling collection changes / Recycling infrastructure; Materials Recycling Centre changes	Jane Cherrington	Q1 – Approve Project In Development (PID) with local government and local partnerships	WMT/009(b) as above
			Q2 – Commence data collection and modelling	
			Q3 – Commence stakeholder engagement	

			Q4 – Develop detailed business plan and feasibility	
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Outcome	People in Cardiff are safe and feel safe Cardiff is a great place to live, work and play People in Cardiff are healthy Cardiff is a fair, just and inclusive society	
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services	
Priority	4: Working with people and partners to design, deliver and improve services	
Commitment	Ref No: CO14/R	Implement the regional service for regulatory Services with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards, landlords and licencing services

Link to Medium Term Financial Strategy		Financial savings ENV13		
Partners		Vale of Glamorgan & Bridgend Councils via a Joint Committee governance structure		
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO14/R	Cardiff has a 57% stake in the regional service and will govern the new service through representation on the Service Board and the Joint Committee.	Tara King	Q1 <ul style="list-style-type: none"> • Allocate responsibility to newly appointed Head of Service and Operational Managers • Review of accounting arrangements and licensing fees • Transfer staff and deliver consultation on new structure 	Collaboration Project Board Joint Committee
	Implement the Shared Regulatory Services (SRS) regional collaboration with the Vale of Glamorgan and Bridgend Councils to deliver efficiencies and build resilience within public health protection, trading standards landlords and licencing services: <ul style="list-style-type: none"> • Review existing and develop new service standards and performance indicators to reflect the needs of stakeholders and citizens • Review existing and develop new Regulatory policies 		Q2 <ul style="list-style-type: none"> • Collate existing performance information and review this and best practice arrangements across the UK • Secure agreement on priorities for review during the year on policies and delivery plans. Review these and best practice arrangements across the UK • Undertake transition accounting following implementation of new structure • Implement structural change 	

			<p>Q3</p> <ul style="list-style-type: none"> • Develop proposals and present for consultation with staff and management • Review and consult on licensing fees for 2016/17 • Implement workforce planning process 	
			<p>Q4</p> <ul style="list-style-type: none"> • Secure sign off by Joint Committee • Implement new licence fees for all partners; set 2016/17 budget to reflect new structure • Review Target Operating Model implementation and report to joint committee 	

Directorate/Service Priorities (core business)

Part 2 – Core Business Priorities

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO15/W	Cleansing & Collection savings: ENV2 - Neighbourhood Services Council Wide £600k (DP) ENV4 - Redesign of Cleansing services £450k (DP) ENV9 - Domestic Collection efficiencies £160k GP)	Claire Cutforth	Q1 <ul style="list-style-type: none"> • Consideration of improvement events to identify future milestones to enable £600k savings • Redesign cleansing rounds to enable release of staff • Redesign commercial and domestic rounds in line with waste strategy 	Budget monitoring meetings
			Q2 <ul style="list-style-type: none"> • Review supervisor and senior staff structure to deliver efficiencies • Commence implementation of planned changes to collections • Continue to implement changes in relation to cleansing services 	
			Q3 <ul style="list-style-type: none"> • Review and monitor the effectiveness of changes made • Continue to implement planned changes and restructures 	
			Q4 - Review and monitor outcomes to finalise savings	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO16/W	<p>Waste strategy & disposal savings:</p> <p>ENV5 - Revised Waste Strategy £267k (GP)</p> <p>ENV6 - Prosiect Gwyrdd £3,572 (DP)</p> <p>ENV7 - Increased control of bags £300k (DP)</p> <p>ENV8 - Wheeled Bin & Garden Sacks £55k (DP)</p> <p>ENV10 - Stop Post sort £316K (DP)</p> <p>ENV11 - HWRC reduced opening times £42k (DP)</p>	<p>Jane Cherrington</p> <p>Andrew Williamson</p> <p>Pat McGrath</p>	<p>Q1</p> <ul style="list-style-type: none"> • Revised Waste Strategy: Report to Cabinet and commence City-Wide Communication Campaign • Bag changes: Communicate changes and ensure new rules are effective • PG Ensuring compliance with the interim contract and preparation for commencement of the commissioning contract start on 1 September 2015. • Stop Post Sort: Waste strategy will require that post sort continues to achieve the 58% recycling target. Contingency fund available. External Contractor available, discussion to agree tonnage to be processed per week and commence processing. • HWRC: Discussions and agreement with TU's and staff on changes required to current working hours to change to summer and winter working hours. Communications plan for the public on opening hour changes 	<p>Budget monitoring meetings</p>

			<p>Q2</p> <ul style="list-style-type: none"> • Revised Waste Strategy: Progress implementation of changes arising from Waste Strategy • PG Planning for the end of the interim contract at the end of August 2015 and final preparations for the start-up of the commission stage on 1 September 2015 • Bag changes: monitor • Stop Post Sort: Process agreed tonnage with agreed minimum recycling performance. Monitor and adjust as required. • HWRC: Implement Summer working hours. Monitor operations and recycling performance. 	
			<p>Q3</p> <ul style="list-style-type: none"> • Revised Waste Strategy: Closely monitor effectiveness of Communication Campaign • Bag changes: Seek solution for food liners • PG Start-up of the PG commissioning stage • Stop Post Sort: Process agreed tonnage with agreed minimum recycling performance. Monitor and adjust as required • HWRC: Implement Winter working hours. Monitor operations and recycling performance 	

			<p>Q4</p> <ul style="list-style-type: none"> • Revised Waste Strategy & Bag changes: Monitor and review outcomes and address further actions as required • Stop Post Sort: Process agreed tonnage with agreed minimum recycling performance. Monitor and adjust as required • To prepare for the end of the commissioning stage and readiness for the start of the main contract on 1 April 2016 • HWRC: Implement Winter working hours. Monitor operations and recycling performance. 	
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Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO17/R	Collaboration savings:	Tara King	Q1 – Senior Management appointments to generate first savings. Monitor savings, drive through shared restructure.	SRS Board Meetings Monthly

			Q2 - Amalgamate service teams for early efficiency and retention of vacancy provision to optimise savings. Monitor savings, a drive through shared restructure.	
			Q3 – Evaluate full financial impacts of recruitment to new structure and redundancy impacts to Cardiff.	
			Q4 - Assess income and measure income outcomes for Cardiff. Finalise revised business plan for MTFP	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO18/E	Energy savings: ENV14 - Energy Renewable generation £85k (DP) ENV15 - Energy savings Council wide £47k (DP)	Gareth Harcombe	Q1 – Commission Lamby Way Roofs. Commence behaviour change communication to all staff, update intranet page with adequate resources.	Budget monitoring meetings
			Q2 – Secure planning consent for Solar Farm and sign off final design for Radyr weir. Commence training session for energy management software.	
			Q3 – Commence construction on both schemes. Production of corporate report on a frequent basis reporting on energy performance.	
			Q4 – Commission both schemes.	

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Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
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CO19/W	Corporate savings linked to Directorate: 199 - Corporate saving – operational efficiencies - £30k 201 - Corporate saving – agency spend - £64k 202 - Corporate saving – discretionary overtime - £23k	Tara King	Q1 – to be sub divided / proportioned and detailed headings agreed so that managers can make savings	Budget monitoring meetings
		David Lowe	Q2 – To be identified following above exercise	
		Pat McGrath	Q3	
			Q4	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
Page 120 CO20/T	Reduction in Revenue Budgets SPH5 - Reduction in Council Supported Bus Services - £236k SPH9 - Review of Tunnel Costs - £72k SPH11 - School Crossing Patrols Realign budget - £45k	Matt Wakelam	Q1 <ul style="list-style-type: none"> Ensure new contracts are in place or removed for supported bus services. ODR on new using new guidelines to review school crossing patrol sites. 	Budget monitoring meetings
			Q2 <ul style="list-style-type: none"> Produce a defined list of supported school crossing patrol sites. Monitor tunnel expenditure – 6 month review. 	
			Q3	
			Q4	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO21/T	Invest to save schemes SPH7 - Private Circuit Rental - £18k SPH18 - Highways Street Lighting - LED conversion main routes - £50k SPH19 - Highways - Dimming of Street Lights - £126k	Matt Wakelam	Q1 <ul style="list-style-type: none"> Completion of phase 1 – private circuit rental. Business case for LED street lighting to go to Investment Board May 2015. 	Budget monitoring meetings
			Q2 <ul style="list-style-type: none"> Commence Phase 2 – private line circuit rental. Contract Developed and Tender LED street lighting. Monitor Light dimming contract – 6 month review. 	
			Q3 - Award contract and commence LED replacement.	
			Q4	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO22/T	Restructure / Service Review SPH10 - Review of additional staff payments - £48k SPH27 - Restructure - £50k	Matt Wakelam	Q1 - Complete restructure and the realignment of teams.	Budget monitoring meetings
			Q2 - Review payments – 6 month review.	
			Q3	
			Q4	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
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CO23/T	Increase in Income SPH15 - Planning – increase in Development Fee income target - £100k SPH17 - Highways income - £10k SPH20 - Highways Charge for Land Searches - £50k SPH21 - Commercialisation - £30k SPH25 - Moving Traffic Offences - £450k SPH26 - Parking Strategy - £85k	Matt Wakelam	Q1	Budget monitoring meetings
			<ul style="list-style-type: none"> Land search charges to commence 1st April 2015. MTO car and yellow box introduced to support enforcement and the meeting of financial targets. Parking Tariffs change 1st April 2015. 	
			Q2	
			Q3	
			Q4	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO24/T	Taxis for Pupils with Special Educational Needs (SEN)- optimise provision of transport for pupils with - SEN by merging taxi services and providing additional training and support strategies to staff - £100k	Simon Williams	Q1 - Employ a project officer to review SEN transport and work with Education team.	Budget monitoring meetings
			Q2 - Produce report on SEN transport improvements and associated savings.	
			Q3 - Start implementing identified 'quick wins'	
			Q4	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO25/T	Replacement of non-statutory primary school transport with Commercial operator led services - remove subsidised funding from September 2015. The Council is working to facilitate service	Simon Williams	Q1 <ul style="list-style-type: none"> Identify commercial operators to support the service. Notify schools and parents prior to end of summer term of changes. 	Budget monitoring meetings

			Q2 - Implement Sept 2015.	
			Q3	
			Q4	

Parks and Sport

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO26/P	Through the Joint Venture with Cardiff Metropolitan University, plan, maintain, develop and review Sport & Physical Activity Programmes through Neighbourhood Management structures. (Link to 14/15 Delivery Plan Commitment – Ref SL&C7)	Jon Maidment	Q1 - Through the Project Board, agree the Annual Local Sport Plan and report progress against action plans.	An increase in participation per plan target profiles.
			Q2 - Report progress against action plans.	
			Q3 - Report progress against action plans.	
			Q4 - Publication of annual report.	
CO27/P	Continue to work with Governing Bodies, Sports Clubs / Associations and key stakeholders to improve provision for Sport & Physical Activity and	Jon Maidment	Q1 - Scope opportunities to create a plan for discreet Alternative Delivery Models for Outdoor Sport Facilities / Provision	Delivery in accordance with programme.
			Q2 - Update on progress	
			Q3 - Update on progress	Reduced revenue

			Q4 - Review Programme	
CO28/P	To undertake service reviews and implement / deliver improvement plans for Parks services:- <ul style="list-style-type: none"> Arboricultural Management Landscape Design Plant Production Nursery 	Jon Maidment	<p>Q1 - Arboricultural Management</p> <ul style="list-style-type: none"> Define Review Methodology Develop Benchmarking Questionnaire Undertake Benchmarking in conjunction with Core Cities <p>Q1 - Landscape Design</p> <ul style="list-style-type: none"> Complete / Analyse Benchmarking Exercises <p>Q1 - Plant Production Nursery</p> <ul style="list-style-type: none"> Analyse responses from Prior Information Notice and commission independent assessment of operation / commercialisation opportunities. 	<p>Delivery of improvement actions in accordance with plan.</p> <p>Delivery of £40k reduction in Nursery net expenditure. (SLC 24 / No. 168)</p>
			Q2 - Develop and Implement Improvement Plans for each area	
			Q3 - Implement Improvement Plans and production of quarterly progress reports for each area	
			Q4 - Implement Improvement Plans and production of quarterly progress reports for each area	
CO29/P	Strengthen partnerships with third sector organisations contributing to the management and development of the Councils Parks and Green Spaces through the establishment of a Volunteer Development Partnership Group. <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C8)</i>	Jon Maidment	<p>Q1 - Agree Terms of Reference with Project Partners and make arrangements for partnership launch</p> <p>Q2 - Develop and implement Partnership Group delivery plan and production of quarterly report.</p> <p>Q3 - Continue implementation of Partnership Group delivery plan and production of quarterly report.</p> <p>Q4 - Continue implementation of Partnership Group delivery plan and production of quarterly report.</p>	<p>KPI Number of Volunteer Hours</p> <p>Volunteer activity undertaken. Funding accessed via such activity.</p> <p>Projects and improvements delivered.</p> <p>New partnerships developed.</p>
CO30/P	In conjunction with project partners put in place arrangements that ensure the sustainability of Flat Holm Island	Jon Maidment	<p>Q1 - Participate in Project Initiation Workshop led by RSPB</p> <p>Q2 - Implement and report on project plan</p>	<p>Delivery of actions in accordance with project plan</p>

			Q3 - Implement and report on project plan	
			Q4 - Implement and report on project plan	
CO31/P	To review Cardiff's Parks & Green Spaces Strategy	Jon Maidment	Q1 - Develop a timetable and process for review and identify action plan	Delivery in accordance with strategy action plan.
			Q2 - Implement action plan	
			Q3 - Implement action plan	
			Q4 - Publish Vision & Strategy	
CO32/P	In conjunction with partner organisations continue to provide a comprehensive programme of Apprenticeships, Traineeships and work experience placements. <i>(Link to 14/15 Delivery Plan Commitment – Ref SL&C11)</i>	Martin Birch / Jon Maidment / Malcolm Stammers	Q1 <ul style="list-style-type: none"> • Agree core annual programme. • Recruit to new cohort of Horticultural Apprentices • Recruit to Business Administration Trainee 	Provision of 45 individual opportunities for 15/16
			Q2 - Implement, review, monitor and evaluate	
			Q3 - Implement, review, monitor and evaluate	
			Q4 - Implement, review, monitor and evaluate	
CO33/P	Through the Parks Partnership Programme, secure external funding to enable improvements to the city's Parks & Green Spaces.	Jon Maidment	Q1 – Q3 Develop Stage 2 Submission documents for Heritage Lottery Funding for the Parc Cefn Onn, Into the Garden & Beyond Project under the Parks for People Programme.	Secure HLF Funding
			Q4 - Submit Application to HLF	
CO34/P	Maintain Green Flag status of nine of the Council's Parks and Green Spaces	Martin Birch / Jon Maidment	Q1 Implement management plans and prepare for / undergo assessment.	Retention of Green Flag Status (9)
			Q2 <ul style="list-style-type: none"> • Implement management plan • Notification of assessment outcome • Review assessment outcome, respond and modify management plans • Undergo mystery shopper assessment 	
			Q3 - Implement management plans Review management plans, record progress and update	

			<p>Q4</p> <ul style="list-style-type: none"> • Submit updated management plans for all areas • Implement management plans 	
CO35/L	Leisure Centres – reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation	Malcolm Stammers	<p>Q1</p> <ul style="list-style-type: none"> • Review Swimming lesson programme • Group Fitness Classes • Consider expansion of Maindy Training team • Review Leisure Centre staffing levels and opening hours 	Achievement of £340k saving, (Ref SLC18 / No.162)
			<p>Q2 - Utilise cascade software to identify marketing and business change opportunities to maximise income</p>	
			<p>Q3 - Begin planning process for staff restructure in leisure</p>	
			<p>Q4 Review position and action as necessary.</p>	
CO36/L	Increase income at Cardiff International White Water and Sailing Centre	Malcolm Stammers	<p>Q1</p> <ul style="list-style-type: none"> • Plan the integration of the new J4 boat into the training centre programme to provide an extended season of train9bg opportunities • CIWW Continue the development of the air trail product including the investigation of any opportunities with fire and rescue teams 	Achievement of £30k saving at CIWW and £5k at Sailing Centre, (Refs SLC22 / No.166 & SLC21 / No. 165)
			<p>Q2-Q4 - Monitor / review progress and action as necessary.</p>	
CO37/P	Increase income at Heath Park Car Park	Jon Maidment	Q1-Q4 - Charges increased with effect from 1.4.15. Monitor income monthly.	Achievement of £28k saving at car park (Ref SLC9 / No. 153)

Bereavement and Registration

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO38/B	<p>(Link to 14/15 Delivery Plan Commitment)</p> <p>Bereavement Strategy Implementation:-</p> <p>Identify potential burial sites including a woodland burial site</p>	Martin Birch	Q1 - Identification of potential burial sites	<p>Customer satisfaction measure KPI CORKPI 4.</p> <p>Progress review at Operational meetings.</p> <p>Meet profiled combined income target £150k (part of SLC23 / No. 167).</p> <p>Maintain Charter for the Bereaved gold standard.</p>
			Q2 - Investigate options including discussion with planning.	
			Q3 - Preparation of business case	
			Q4 - Progression in accordance with project plan.	
CO39/B	<p>Bereavement Strategy Implementation:-</p> <p>Identify an area for a pet cemetery / crematorium</p>	Martin Birch	Q1 - Identification of site for a pet cemetery/crematorium	<p>Customer satisfaction measure KPI CORKPI 4.</p>
			Q2 - Investigate options and produce final business case for pet cemetery / crematorium	
			Q3 – Q4 - Progression in accordance with project plan.	

			Q4 - Progression in accordance with project plan.	
CO40/B	Bereavement Strategy Implementation:- Identify an area and investigate requirements to meet the needs of the Hindu Community to scatter cremated remains	Martin Birch	Q1 - Identify area and investigate requirements to meet the needs of the Hindu community to scatter cremated remains	Customer satisfaction measure KPI CORKPI 4. Progress review at Operational meetings. Meet profiled combined income target £150k (part of SLC23 / No. 167). Maintain Charter for the Bereaved gold standard.
			Q2 - Investigate options and meet with stakeholders	
			Q3 - Complete provision of scatter area to meet the needs of the Hindu community	
			Q4 - Progression in accordance with project plan.	
CO41/B	Bereavement Strategy Implementation:- Carry out war memorial survey and update War Memorials Trust Online Portal	Martin Birch	Q1 - Undertake survey of war memorials and update War Memorials Trust Online portal.	Customer satisfaction measure KPI CORKPI 4. Progress review at Operational
			Q2 - Investigate funding options for required Memorial works	
			Q3 - Produce long term strategy for War Memorials to meet 1918 commemorations.	

			Q4 - Progression in accordance with project plan.	
CO42/B	Bereavement Strategy Implementation:- Consult with all stakeholders concerning increased income opportunities	Martin Birch	Q1 - Investigate options for increased ceremony and income opportunities and meet stakeholders	Customer satisfaction measure KPI CORKPI 4. Progress review at Operational meetings.
			Q2 - Complete provision of online booking for register office; provision of dedicated Bereavement Services website	
			Q3 - Carry out development of memorial marketing brochure, on line ordering and payments for bereavement and registration services.	
			Q4 - Progression in accordance with project plan.	Meet profiled combined income target £150k (part of SLC23 / No. 167). Maintain Charter for the Bereaved gold standard.

Waste Management & Street Cleansing

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO43/W	Implement the in-house Neighbourhood Services model by September 2015 (ENV07 in former Corporate Plan)	Claire Cutforth	Q1 – Undertake evaluation during project review of Neighbourhood Services pilot in South West of City and consult with staff and trade unions. Establish implementation plans for model.	LEAMS surveys Customer & stakeholder feedback
			Q2 – Inform Cabinet Report on in-house model for Neighbourhood Services. Implement service changes and roll out model throughout city.	
			Q3 – Review and evaluate outcomes	
			Q4 – Continue evaluate and monitor changes for effectiveness	
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO44/W	Take forward development support mechanisms to ensure implementation and embedding of the Waste Strategy	Jane Cherrington	See below	
CO45/W	Finalise arrangements for new Household Waste Recycling Centre	Pat McGrath	Q1 - Agree final location of the new site. Two options available. Commence tender process for engineering contractor. Planning application submitted. Communications Plan for the public.	Monthly Contractor progress meetings. Finance meetings
			Q2 - Award of contract for engineering contractor. Planning Permission achieved. Site set up and start construction works.	
			Q3 - Construction works continue as per programme.	
			Q4 - Construction Works completed. Site opened to the public. Closure of remaining two smaller sites.	
CO46/W	Take forward recycling education initiatives and campaigns to	Jane Cherrington	Q1 – Support Phase 1 of Waste Strategy campaigns for assisted lifts, hygiene, larger families and HMO provision	Recycling results

			Q2 – Targeted education for returning student community	
			Q3 – General recycling and food waste education	
			Q4 - Further targeted campaign	
CO47/W	Take forward enforcement initiatives and campaigns to support waste Strategy	Jane Cherrington	Q1 – Identify targeted waste presentation campaigns	Increased recycling results
			Q2 – Tackle presentation and side waste to support service changes	
			Q3 – Take forward arrangements to support Neighbourhood Services implementation	
			Q4 – Put in place targeted littering patrols	
CO48/W	Further develop commercial waste services through seeking additional income, profitability and process improvements	Lucy Payne	Q1 – Implementation of in-cab solution	Additional income
			Q2 – implementation of on-board weighing	
			Q3 – Expansion of skip service	
			Q4 – Explore opportunities for events and long term plan for commercial waste services	
CO49/W	Develop and improve back office support arrangements	Berni Lewis	Q1 – Review arrangements for managing correspondence and payments with a view of projected increases and put in place robust processes	Performance outcomes for correspondence and payments
			Q2 – Identify correspondence tracking trends through targeted communications	
			Q3 – Implement SAP changes	
			Q4 – Closure of accounts	
CO50/W	Progressing capping arrangements for Lamby Way Landfill Site	Pat McGrath	Q1 - Agree procurement strategy with procurement, finance and Projects Design Development colleagues for capping Phases 1 & 2, 2015 & 2016. Commence tender process for capping engineering contractor for Phases 1 & 2, 2015 & 2016.	Monthly Contractor progress meetings. Finance meetings
			Q2 - Award of contract for capping contractor for Phases 1 & 2, 2015 & 2016. Commence Phase 1 Capping Works 2015	
			Q3 - Capping works continue as per programme to completion of Phase 1 2015	
			Q4 - Site set up for Phase 2 2016 Capping Works	

Energy & Sustainability

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO51/E	Progression of Energy & Sustainability Projects and Initiatives as outlined below.	Gareth Harcombe	See below	
CO52/E	Retrofitting the council's building estate through energy efficiency projects on a building by building basis.	Gareth Harcombe	Q1 - Invitation to tender	Maximise spend on projects within Capital Programme
			Q2 - Contract award and initial surveys	
			Q3 - Investment Grade Proposals and design sign off	
			Q4 - Commence construction of projects	
CO53/E	Deliver retrofit improvements to residential housing stock to increase energy efficiency and help reduce fuel poverty across the city (ENV06 in former Corporate Plan)	Gareth Harcombe	Q1 - Completion of external wall insulation to 250 properties and appointment / hosting of Welsh Government Maximising ECO grant funded Little by Little Officer	Successful outcome of bidding for ARBED 3
			Q2 - Engage with Welsh Government Arbed 3 programme and identify potential scheme areas	
			Q3 - Submit applications for Arbed 3 scheme bids and other potential funding available from Welsh Government	
			Q4 - Review year 1 output from Trowbridge PV pilot and feasibility report to seek additional funding from Housing for further solar PV deployment across Council housing stock	
CO54/E	Carbon Reduction Strategy - the Council's strategy for reducing carbon up until 2022. 4 strands include energy efficiency, renewable energy generation, behaviour change, rationalising building assets.	Gareth Harcombe	Q1 - Cabinet Sign Off	Cabinet report in May 15 and savings target of £90K
			Q2 - Commence Behaviour Change Campaign	
			Q3 - Additional policy documentation creation – solar etc	
			Q4 - Review performance	

CO55/E	Prepare for the Well-being of Future Generations Bill by participating in the WLGA Early Adopters programme (subject to funding) and coordination of One Planet Cardiff	Gareth Harcombe	Q1 - Input into Welsh Government on drafting guidance for the Well-being of Future Generations Bill	Cabinet Report at end of year
			Q2 - Review OPC 2013-17 Delivery Plan	
			Q3 - Scope requirements of new or updated OPC Delivery Plan	
			Q4 - Prepare report on the Authorities compliance with the Well-being of Future Generations Act	
CO56/E	Deliver Cyd Cymru Switch 4, subject to approved funding <i>(ENV03 in former Corporate Plan)</i>	Gareth Harcombe	Q1 - Review lessons learnt from Switch 3 in 2014/15 and secure funding for Switch 4	Securing of budget for switch 4
			Q2 - Prepare partner and communication strategy	
			Q3 - Prepare and deliver Switch 4	
			Q4 - Analysis of Switch 4 and dissemination with partners	
CO57/E	EUF7 (WISDOM & PERFORMER) European funding projects for research and innovation in water and energy efficiency	Gareth Harcombe	Q1 - Produce first 3monthly Management Report on progress of WP as WP4 leader.	Compliance with high quality outputs in deliverables programme
			Q2 - Ensure that deployment of solution has started at all Pilot Sites	
			Q3 - Complete deployment of hardware at Pilot Sites	
			Q4 - Prepare for next General Assembly meeting for both projects (March 2016)	
CO58E	Small Business research Initiative - Government funding to stimulate research and innovation in the field of energy efficiency and renewable energy generation.	Gareth Harcombe	Q1 – Commence deployment of Heritage Retrofit schemes at Pilot Sites, submit planning application for Hydrogen project, and launch Portable Renewables competition.	Delivery of projects in accordance with programme
			Q2 – Award feasibility contracts for Phase 1 in Portable Renewables, and identify suitable test sites for Shallow Geothermal Project	
			Q3 – Complete deployment and monitor Pilot Sites for Heritage Retrofit, develop "energy flow" arrangements amongst partners in Hydrogen project, and install demonstrator equipment for Shallow Geothermal project	

			Q4 – Contract award for phase 2 in SBRI Portable, produce evaluating report for Heritage Retrofit and Shallow Geothermal	
CO59/E	Maintain registration to Level 3 of the Green Dragon Environmental Management Standard	Gareth Harcombe	Q1 - Produce 2015-16 corporate Environmental Manual	Retention of registration and management of corrective actions
			Q2 - Coordinate and deliver internal audit programme	
			Q3 - Produce and publish corporate Environmental Statement and host external corporate environmental management audit	
			Q4 - Addressing any corrective actions resulting from external audit and promotion of Green Dragon achievements to staff	

Process improvement priorities

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO60/Q	Develop Balanced Scorecard approach as an effective tool for managing performance	Fiona Macleod / Steve Parker	Q1 – Link objectives to respective perspectives with relevant milestones, initiatives and measures	Performance Scorecard Measures and Performance Meetings
			Q2 – Develop strategy shaper and performance scorecard ensuring measures are included	
			Q3 – Integrate approach in performance review meetings	
			Q4 – Review and evaluate process to ensure effectiveness	
CO61/Q	Undertake developments for transition to amended ISO 9001:2015 Standard and retain / maintain accreditation	Steve Parker	Q1 – Prepare for Network Management and Highway Operations BSI visit in May	BSI transition plan
			Q2 – Prepare for Strategic Assessment visit in July and Waste Management visit in September	
			Q3 – Prepare for Network Management and Highway Operations BSI visit in November	
			Q4 – Start making preparation for transition to amended ISO 9001:2015 Standard	
CO62/Q	Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors	All OMs	Q1 - Clearly identify area/s to be benchmarked (e.g., cost, quality and performance, customer satisfaction and customer demand) clarify desired outcome and report to the Central Performance Team	Comparison outcomes
			Q2 - Scope comparable core cities / best in class organisations to benchmark with	
			Q3 - Confirm most suitable comparators	
			Q4 - Collate results and report key lessons learned from the benchmarking activity to Central Performance Team	

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CO63/Q	Continue APSE Performance Networks submissions for Refuse Collection, Street Cleansing, Street Lighting, Highways and Winter Maintenance, Road Asset Management & Parks	Fiona MacLeod / Steve Parker	Q1 – Commence collection of data for respective submissions Consider approach to collection of customer satisfaction feedback and results	Submission of APSE Performance Reports Development of improvement objectives based on comparison outcomes
			Q2 – Submission of data to APSE	
			Q3 – Manage errors and additional information in conjunction with APSE	
			Q4 – Review APSE Performance report outcomes	
CO64/Q	Ensure that risks are identified and included in Corporate and Directorate Risk Register, carry out reviews at least on a quarterly basis in line with Council's Risk Management Strategy	Directors	Q1 – Complete and review Directorate Risk Register.	Directorate Risk Register review and management of mitigating actions.
			Q2 – Q4 Review Risk Register and implement mitigating actions Submit updates for Corporate Risks.	

People priorities

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
CO65/Q	Maximise the impact of Personal Performance and Development reviews in improving Council performance by March 2016.	Line Managers	Q1	Complete year End Reviews Process for 14/15 by 31.5.15. Increase the % of personal performance & development reviews completed for permanent staff to 90% in 2015-16
			<ul style="list-style-type: none"> Complete Year End Review process for 14/15 by 31.5.15. Agree and finalise objectives for 15/16 taking into consideration Directorate Delivery Plan by 30.6.15 	
			Q2	
			<ul style="list-style-type: none"> Senior Managers to plan and undertake sample audits of PP&DRs . Outcome of audits reported to Management Team. Review and evaluate effectiveness of PP&DR process using %compliance data and sample audit results. 	
			Q3	
			<ul style="list-style-type: none"> Undertake mid-year reviews to establish progress against objectives and development opportunities by 30.11.15 Review and evaluate effectiveness of PP&DR process using %compliance data and sample audit results. 	
			Q4 – Review and evaluate effectiveness of PP&DR process using %c compliance data and sample audit results.	
CO66/Q	Improve Sickness Absence Levels by monitoring, compliance and provision of support for staff and managers to reduce the levels of sickness	Line Managers	Q1 – Review 14/15 year end result and trend analysis at team / function level and develop improvement action plan for 15/16.	Reduce the levels of sickness absence to ** (full time equivalent days) in 2015-16
			Q2 –Q3 - Monitor Sickness Absence Policy implementation via monthly compliance reports and take / record management action as necessary.	

			<p>Q4</p> <ul style="list-style-type: none"> • Monitor Sickness Absence Policy implementation via monthly compliance reports and take / record management action as necessary. • Review year end position and improvement actions successfully implemented and ensure that improvements are embedded going forward into 16/17. 	
CO67/Q	Develop Directorate Health & Safety Policy and Action Plan	Directors	Q1 – Complete year-end review of 14/15 health and Safety Action Plans for former Directorates now part of City Operations and prepare Directorate health and Safety Action Plan for 15/16.	Action Plan Review
			Q2 – Present Directorate Health and Safety Policy and Action Plan to Health and Safety SAJC.	
			Q3 – Undertake mid-year review of Action Plan / review changes to Policy as necessary	
			Q4 – Review and evaluate	
CO68/Q	Aim to reduce accidents and incidents hence reducing injuries, days lost and other associated costs through effective monitoring of available performance data	Operational Managers	Q1 – Complete end of year review for accidents and incidents to establish trends against categories. Ensure that awareness of accident/incident reporting is raised via team briefings etc	Accident trend analysis
			Q2 – Continue to review and record accident and incident stats	
			Q3/4 – Undertake mid-year review to establish trends against categories, investigate further as required to identify mitigating and improvement actions	
CO69/Q	Undertake a skills gap analysis and develop an action plan setting out how to respond to changes needed to skill the workforce	Operational Managers	Q1 – Seek breakdown of staff profile from Organisation Development Team and undertake review to establish basis for skills gap analysis. Encourage	Workforce plan
			Q2 – Identify skills/experience/knowledge gaps and develop skills gap action plan. Encourage development opportunities such as the Cardiff Manager Programme.	
			Q3 – Commence implementation of action plan	
			Q4 – Review and evaluate action plan	

CO70/Q	All managers grade 8 and above to consider completing the Cardiff Management Programme or undertaken achieved equivalent leadership and management qualification	OM Level	Q1 – Identify progress and check all managers are enrolled	
			Q2 - Continue to support attendance	
			Q3 - Review attendance and identify any further suitable individuals	
			Q4 - Monitor outcomes	
CO71/Q	Produce and implement a robust communication and engagement plan to support improvements in the Directorate	OM Level	Q1 – Identify key communication channels and their effectiveness through an appropriate working group	Staff feedback
			Q2 – Include core communication channels within draft strategy including effective means of delivering them. Agree top management commitment for taking strategy forward.	
			Q3 –Communicate strategy to all staff making them aware of responsibilities	
			Q4 – Review and evaluate effectiveness of strategy	

Customer priorities

Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
CO72/Q	Identify and assess all frontline workplaces and posts where the ability to speak or write Welsh is an essential or desirable requirement using the Linguistic Assessment Tool (in the Corporate Welsh Language Skills Strategy)	All OMs	Q1 - Using the PPDR process and the language capability information held in DigiGov, assess each team's current Welsh language skills and abilities and record the information on the form in the Linguistic Assessment Tool (in the Corporate Welsh Language Skills Strategy)	The population of the Linguistic Assessment Tool to monitor and improve the volume of Welsh speakers employed in the authority through training opportunities.
			Q2 - Identify which members of staff (if any) in each team would like to learn or improve their Welsh language skills and enrol them on a suitable Welsh language course through the Academy.	
			Q3 - Using the Linguistic Assessment Tool establish how many members of your team would need to speak Welsh in order to deliver a completely equal service to Welsh and English speakers, and record the information on the above	Number of staff enrolled on a suitable Welsh language course through the Cardiff Academy

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			Q4 - Designate the required number of posts as 'Welsh essential' posts and advertise as such when the posts become vacant and keep accurate records of all assessments for the purpose of the Welsh Language Scheme Annual Monitoring Report	
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CO73/Q	Consider taking forward Customer Satisfaction Surveys for Highways, Parks, Cleansing & Refuse Collection to help improve the customer experience and compliment APSE submissions	Operational Managers	Q1 – OMs for each respective area to consider approach for customer satisfaction measures.	Input of customer evaluation to overall improvement process
			Q2 <ul style="list-style-type: none"> • Develop questionnaire/survey templates taking APSE survey into consideration. • Develop approach to gathering responses and analysis / implementation. 	
			Q3 – Review findings and use as part of APSE submission	
			Q4 - Review and evaluate results and consider improvement opportunities	
CO73/Q	Identify and deliver a programme of targeted improved customer services; such as on-line payments for services.	Operational Managers	Q1 – Gap analysis of services suitable for online payments	On-line usage stats
			Q2 - Present business case for future requirements	
			Q3 - Implement changes	
			Q4 - Monitor and evaluate	

Directorate/Service Priorities (core business)

Part 3 - Planning for the future

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
	Budget saving proposals for 2016/17 and 2017/18	Director	<ul style="list-style-type: none"> Develop detailed proposals for 16/17 and 17/18 during Quarters 1 and 2 including equality impact and risk assessment followed by consultation where relevant. 	Development of proposals in accordance with requirements of MTFP
	Potential significant reductions in budget for parks and green spaces resulting in reduced provision and / or quality of service.	Jon Maidment	<ul style="list-style-type: none"> Production of Parks and Green Spaces Vision Complete reviews for discrete services e.g. Landscape Design, Tree Management and Nursery. Explore further income generation opportunities. 	Minimum of quarterly progress reviews for each.
	Envisaged reduction in funding for leisure centres. Need to ensure no leisure centre closures.	Malcolm Stammers	<ul style="list-style-type: none"> Leisure management procurement process to be completed. 	Progression of leisure management procurement process in accordance with procurement timescales.
	Pressure to generate income for the service.	Martin Birch	<ul style="list-style-type: none"> New income generating opportunities to be scoped and developed in Bereavement and mechanisms to be put in place to enable enhanced income generation. 	Increased income monitored monthly

Directorate/Service Priorities (core business)

Measuring Progress

In addition to statutory indicators, some of which are captured in the Corporate Plan basket of measures, the Directorate has a supplementary set of key performance indicators to support performance measurement against core business. A further set of local indicators is in place at operational unit level. The key indicators are as follows:-

Basket of Indicators as set out in Corporate Plan against Directorate Commitments

- PLA/006(b) - An additional 20% of affordable housing units provided during 2015-16 as a percentage of all additional housing units provided during the year (Annual)
- STS/005 (b) - 90% of highways inspected of a high or acceptable standard of cleanliness in 2015-16 (Quarterly)
- STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days
- THS/011 (a) - No more than 5% of A roads in poor condition in 2015-16 (Annual)
- THS/011 (b) - No more than 8% of B roads in poor condition in 2015-16 (Annual)
- THS/011 (c) - No more than 8% C roads in poor condition in 2015-16 (Annual)
- LTPPI11 - 44% of all travel to work trips on the transport network to be made by sustainable modes in 2015-16 (Annual)
- Maintain the status of 9 green flag parks and open spaces in 2015/16 (Annual)
- LTPPI11/C - Increase the % of people cycling to work by 1% per annum and the % of children who cycle to school by 1% per annum (Annual)
- Generate an additional Renewable energy generation of 5.4MW on the council's portfolio (land and assets) by 2017 (Quarterly)

- WMT/009 (b) - 58% of municipal waste collected by local authorities and prepared for reuse and/or recycled (including source segregated biowastes that are composted or treated biologically in another way) in 2015-16 (Quarterly)
- PPN/001 (i) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards
- PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene
- PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards
- PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards
- Visits / Attendances At Sports And Leisure Centres (Quarterly)
- Number of Live Active Cards (Quarterly)
- The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity. (NSI) (Quarterly)
- Customer Satisfaction Level for Bereavement Services (Quarterly)
- Customer Satisfaction Level for Registration Services (Quarterly)
- Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported (Quarterly)
- Number of Individuals Participating In Parks Outdoor Sport (*Football, Rugby, Cricket, Baseball*) (Quarterly)
- Customer Satisfaction For Parks and Sport (Quarterly)
- Number of Green Flag Parks and Open Spaces (Annual)
- Number of Attendances At Harbour Authority Facilities (Quarterly)
- Total Income for The Harbour Authority (Quarterly)
- Customer Satisfaction Levels For The Harbour Authority (Quarterly)

National Strategic Indicators (NSIs)

Welsh Ministers continue to set national strategic indicators. Local authorities have a legal duty to collect and report on these. They should do so by including the data in their improvement reports and should also submit the data to the Welsh Government upon request. Indicators which form part of the statutory set are clearly identified within this document. Guidance on these indicators is published by the Welsh Government.

Ref	Title	2013-14 Outcome	2014-15 Outcome	2015-16 Target	2016-17 Target	Action Ref	Reporting period
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	5.49%	6.60%	6.6%	6.6%	CO1/R	Quarterly
WMT/004(b)	The percentage of municipal waste collected by local authorities sent to landfill	46.85%	awaited	30%	25%		Quarterly
WMT/009(b)	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	49.67%	awaited	58%	>58%	CO13/W	Quarterly
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	92.60%	awaited	90%	90%		Quarterly
PLA/006(b)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	93.20%	awaited	20%	20%		Annual
LCS/002 (b)	The number of visits to local authority sport and leisure centre during the year per 1,000 population where the visitor will be participating in physical activity.	9,990	awaited	8,750	8,750		Annual

****WMT/004 (b) & WMT/009 (b) are also Public Accountability Measures (PAMs)**

Public Accountability Measures (PAMs)

These consist of a small set of “outcome focussed” indicators, selected initially from within the existing Performance Measurement Framework. They will reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability. For example, recycling, educational attainment, sustainable development etc. This information will be required and reported nationally, validated, and published annually.

Ref	Title	2013-14 Outcome	2014-15 Outcome	2015-16 Target	2016-17 Target	Action Ref	Reporting period
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87.27%	awaited	92%%	92%%		Quarterly
STS/005(b)	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.76%	awaited	90%	90%	CO43/W	Quarterly

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Service Improvement Data (SIDs)

These can be used by local authority services and their regulators as they plan, deliver and improve services. For example, generic data such as population estimates and projections, employment rates, and service specific data such as unit costs, resources, service throughput rates etc. may feature in this set in due course. The make-up of this data set will be defined by local authorities according to need and value, collated centrally and shared within the local government community to support service improvement. Initial Service Improvement data sets were drawn from the 2010-11 Performance Improvement Framework. Work with local authority services will re-shape the data set to ensure that it meets the needs of the service and its regulators.

Ref	Title	2013-14 Outcome	2014-15 Outcome	2015-16 Target	2016-17 Target	Action Ref	Reporting period
THS/011(a)	Percentage of principal (A) roads that are in overall poor condition	4%	awaited	5%	5%	CO7/T	Annual
THS/011(b)	Percentage of non-principal/classified (B) roads that are in overall poor condition	8.2%	awaited	8%	8%	CO7/T	Annual
THS/011(c)	Percentage of non-principal/classified (C) roads that are in overall poor condition	10.1%	awaited	8%	8%	CO7/T	Annual

Local Performance Indicators (LPIs)

At a local level, the framework is completed by the use of appropriate local performance indicators and the routine use of a range of management information.

Ref	Title	2013-14 Outcome	2014-15 Outcome	2015-16 Target	2016-17 Target	Action Ref	Reporting period
LTPPI11	Percentage of all travel to work trips on the transport network to be made by sustainable modes	44%	awaited	44%	LTPPI11	CO8/T	Annual
No ref	Renewable energy generation on the Council's portfolio (land and assets) measured in MW of capacity					CO6/E	Quarterly

Key performance Indicators

In addition to local indicators, performance is measured through the following key performance indicators.

Ref	Performance Indicator	13-14 Outcome	2014-15 Target	14-15 Outcome	2015-16 Target	16-17 Target	Action Ref	Report Period
PS003a	Number of Individuals Participating In Parks Outdoor Sport (<i>Football, Rugby, Cricket, Baseball</i>)	221,744	245,000		245,000	245,000		Quarterly
CM08	Customer Satisfaction For Parks and Sport	82%	85%		90%	90%	CO29 (P) & CO31 (P)	Quarterly
KPI 06	Visits / Attendances At Sports And Leisure Centres *	2,266,061	2,297,591*		2,200,000*	2,200,000*	CO11/L	Quarterly
SLC01	Number of Live Active Cards	(New 14/15)	13,385		12,800	12,800	CO35/L	Quarterly
CORKPI 4	Customer Satisfaction Level for Bereavement Services	99%	95%		95%	95%	CO38/B - CO42/B incl.	Quarterly

Ref	Performance Indicator	13-14 Outcome	2014-15 Target	14-15 Outcome	2015-16 Target	16-17 Target	Action Ref	Report Period
SLC06	Customer Satisfaction Level for Registration Services	(New 14/15)	95%		95%	95%		Quarterly
SLC08	Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported.	(New 14/15)	25		45	45	CO32/P	Quarterly
SLC10	Number of Green Flag Parks and Open Spaces	9	9	9	9	9	CO34/P	Annual
HAKPI 6	Number of Attendances At Harbour Authority Facilities	1,255,251	1,250,000		1,300,000	1,300,000	(Refer to CHA Business Plan)	Quarterly
HAKPI 7	Total Income for The Harbour Authority	£767,640	£700k		£750k	£750k	(Refer to CHA Business Plan)	Quarterly
HAKPI 9	Customer Satisfaction Levels For The Harbour Authority	95%	93%		95%	95%	(Refer to CHA Business Plan)	Quarterly

* Target reflects Splott Pool closure and Eastern Leisure Centre refurbishment closure.



Economic Development Directorate Delivery Plan 2015-2017

DRAFT

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Introduction

Corporate Business Plan

The City of Cardiff Council can no longer do all the things it has done in the past. With reducing funding and increasing demand, the Council must be clear about its priorities. Three tightly focused priorities have been maintained and a fourth priority introduced which recognises the need to change the way services are delivered.

Our priorities:

- Education and skills for people of all ages;
- Supporting people in vulnerable situations
- Sustainable economic development as the engine for growth and jobs;
- Working with people and partners to design, deliver and improve services.

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

Measuring Progress

To ensure there is a clear accountability for delivering each objective a Lead Member, or in some instances Members, are identified. The delivery of the Corporate Plan will be monitored through the Council's strengthened Performance Management Framework, including:

- Performance Challenge sessions of the Council's Senior Management Team;
- Joint Cabinet and Senior Management Team Performance Challenge meetings;
- A Challenge Forum involving Members; Senior Officers and external peer support to challenge the Council's progress against its improvement journey and delivery of the Corporate Plan.

Aligned monitoring and reporting cycles for finance and service performance information will further support this and afford far greater visibility of the Council's overall performance position – against which progress will be monitored on an ongoing basis

Key Terms

City Wide Outcomes

- Seven high level outcomes which have been agreed with partners, and are contained in Cardiff's Single Integrated Plan – "What Matters".
- Achieving these outcomes require action across a range of organisations.

Council Priorities

- The Council's priorities recognise the most important areas that need to be addressed in the short to medium term.

Improvement Objectives

- For each priority 2-3 Improvement Objectives have been identified. These reflect specific areas where the Council wishes to see improvement.
- Improvement Objectives are expressed clearly and simply, to explain the future condition (or specific outcome) we want to achieve.

Commitments

- Commitments are specific initiatives that the Council will undertake to deliver the Improvement Objectives and contribute to City Wide Outcomes

Measuring Progress

- Progress will be measured by a basket of indicators.
- These will include nationally set indicators (known as NSIs and PAMs), service improvement data which is collected by local authorities across Wales, and local indicators chosen by the Council.

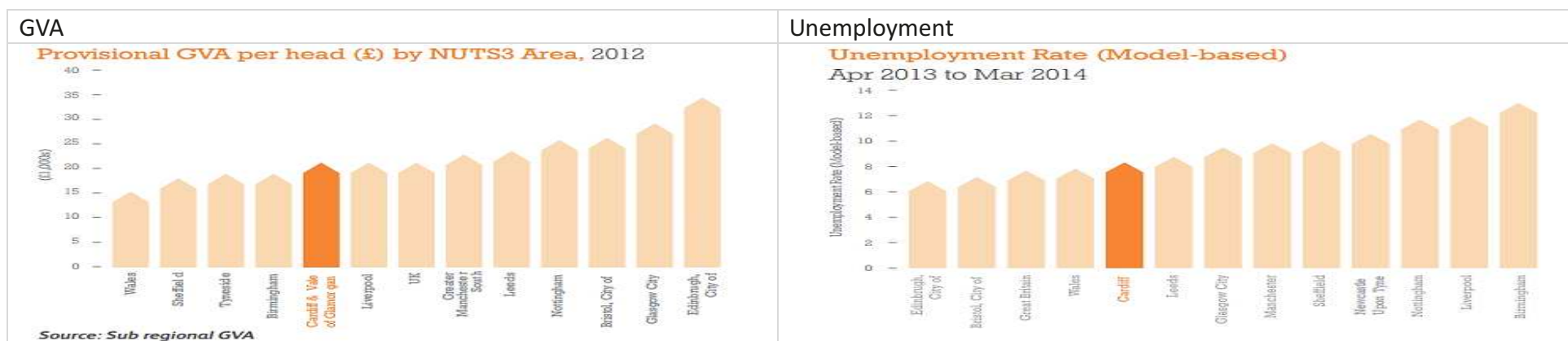


Directorate Introduction

Core Business

Our directorate comprises of Strategic Estates; Projects, Design and Development; Major Projects; City Centre Management (and logistic support for major events); Economic Development and Tourism; and the Cardiff Business Council, the Cardiff Film Unit and the Super Connected City team. This year we welcome the Culture, Venues and Events team to the directorate. Together we will help to facilitate development, attract economic and tourism investment and create the conditions that will support businesses to succeed.

Ultimately our aim is to deliver a better economy for all in Cardiff. We will measure our performance by the impact on our city's residents, in particular through monitoring GVA per head and the unemployment rate.



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Our Achievements during 2014-15

- The Chancellor announced in recent budget statement to parliament UK government has entered discussion with Cardiff Council regarding a City Deal. Potentially bringing in £1 billion to Cardiff and the City Region. The Council hope to enter detailed discussion with the UK Government post May election.
- Progress continues to be made to develop links between business and schools and success has been achieved in introducing businesses to some under performing high schools in the city. This process will continue with other high schools.
- Successful conclusion of Super Connected City project funded by DCMS and involving £8.6 million of investment to improve superfast broadband penetration. Cardiff's own internet exchange was launched in October, one of just four outside London. Free wifi has been

installed in 150 buildings, on buses and free wifi zones in the city centre and Bay. The team are now advising other cities and towns in Wales on voucher applications.

- The Council worked with Aldi in developing a regional development centre at Wentloog with to Cardiff 400 – 500 high value jobs. This contract was won against stiff competition from other Aldi sites in the east of England.
- Concluded the sale of the Tram Shed for mixed use community and commercial development.
- CBC delivered an exhibition to promote Cardiff and the Capital Region at a commercial property expo at MIPIM 50% of the costs provided by private sector partners. In addition to significant national media coverage the team achieved follow up meetings with 135 businesses and secure funding of £1 billion.
- Drafted a new Tourism and Heritage Strategy.
- Realigned and consolidated the tourism offer achieving budget savings of £120,000.
- Memorandum of Understanding with Brains over future acquisitions of land south of Central Station
- Masterplan for land south of Central Station complete
- Facilitated masterplan for Central Square submission of a planning application for the BBC Headquarters attracting significant interest from investors to the Cardiff area
- Design study for Callaghan Square
- Substantial progress on a detailed masterplan for the Core Area of the Bay and Waterfront
- Detailed strategy for refurbishment of the Coal Exchange to inform discussions with potential developers
- Progressed the construction of the Ice Rink at the International Sports Village and social housing development
- Progressing the delivery of an arena
- Adoption of a Corporate Property Strategy in November 2015
- Work has continued towards rationalisation of the council's stock of office buildings
- Service Property Plans for all property occupying directorates have been undertaken
- The Asset Management Board has been reformed under the chairmanship of the Chief Executive
- An independent review of the Non Operational Investment Estate has been completed
- Work on refining the community asset transfer process has continued
- Projects Design & Development have continued to contribute to the implementation of the schools organisation plan and have completed schemes related to this for Whitchurch High School Lower, Ysgol Gyfun Gymraeg Bro Eder and Millbank Primary School.
- Projects Design & Development delivered works on community buildings e.g., Jasmine Centre – Ely & Caerau Community Hub, Llanrumney Housing Office + CMS, and Splott Pool.
- Commenced procurement processes for Arts Venues
- Achieved record income levels at Castle and Commercial Catering
- Held the largest ever Cardiff Contemporary Festival, involving 32 nations
- Accommodated significant major events including WOMEX and the Rugby League World Cup

Key Aspirations for 2015-16

The directorate will progress three improvement objectives in 2015/16 have been agreed and are set out in the Corporate Plan:

Improvement Objective: Cardiff has more employment opportunities and higher value employment.

The Council will work with partners in the public and private sector to create an environment which is attractive to investment, and one where businesses succeed. This will require investment in infrastructure to support business; continued support to start-ups and existing businesses as well as a proactive approach to securing inward investment and attracting visitors. Doing so will increase the number and quality of the jobs available for people in the city and across the city-region.

Improvement Objective: The City of Cardiff Council makes use of fewer, but better, buildings

The Council owns or has an interest in a large property estate with a current use value of around £1bn. This includes over 500 operational buildings used to deliver Council services and around 500 properties retained for investment purposes.

The current cost of operating the property estate is the second largest call on the Council's budget, after staff, at circa £50m per annum, including planned maintenance. There is also a growing maintenance backlog in excess of £100m.

The Council will focus on reducing the cost of ownership of the operational property estate by rationalising the estate and by improving the quality of buildings that are retained. An important part of this agenda will involve improving co-operation around property with partners.

In addition to delivering a leading business infrastructure we must maintain our cultural spaces and major events offer. Successfully hosting internationally significant events, such as Rugby World Cup matches in 2015, the 1st Ashes Test Match of 2015 and the IAAF World Half Marathon in 2016 will also be important. The directorate will support the City Operations directorate to establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016

To achieve these aspirations we will:

- Continue to create high quality jobs in Cardiff
- Do all we can to safeguard businesses under threat
- Promote and market Cardiff effectively outside Wales
- Work smartly with private sectors to deliver projects
- Make significant progress in terms of developing the City Deal
- Continue to increase GVA relative to the rest of the UK and engage the labour market
- Continue infrastructure improvement programme to allow Cardiff to take advantage of growth potential including regeneration schemes such as Central Square, the Multipurpose Arena and the Cardiff Bay

- Enhance collaboration with Welsh Government and Local Authorities in the Capital Region to promote the Cardiff Capital Region as an investment location
- Cardiff Business Council to work in collaboration with City of Cardiff Council, Welsh Government and City Region authorities on the City Deal
- Closer collaboration between CBC, Education Services, and the Further Education and Higher Education providers on the skills agenda and placing business people on Governing Bodies for Schools
- Activating commercial opportunities of major events supported by the Welsh Government and City of Cardiff Council including Rugby World Cup 2015 and Volvo Round the World Cup stopover at Rhodes Island 2015
- Establish a team presence and management system for City of Cardiff Marketing suite at 3 Assembly Square
- Improve the Cardiff offer and grow visitor numbers to generate more money into the Cardiff economy
- Align the Council's approach to tourism leading to greater collaboration with external partners
- Secure development site and delivery of arena
- Continue development of Central Square including occupation of building 1, commencement of building 2 and preparation of bus station site
- Create revised masterplan for ISV to rethink the usage of the area as an ice and water destination
- Refresh and update service property plans
- Initiate a two year programme of fitness for purpose assessments
- Secure approval of an investment estate implementation plan
- Effectively engage with other city based public sector property owning organisations to commence a programme of radical property rationalisation
- Secure approval to future directions strategy for Cardiff indoor market
- Contribute to the establishment of a Core Cities property group to facilitate more effective relevant peer benchmarking of key property comparators
- Host the Rugby Union World Cup (8 matches) and the Ashes Cricket
- Scope out the prospect of a bid by Cardiff for the European Capital of Culture 2023
- Implement new income generating schemes and opportunities
- Ensure that facility management procurement process delivers the best financial and operational outcomes for Cardiff Council.

1.1

Resources

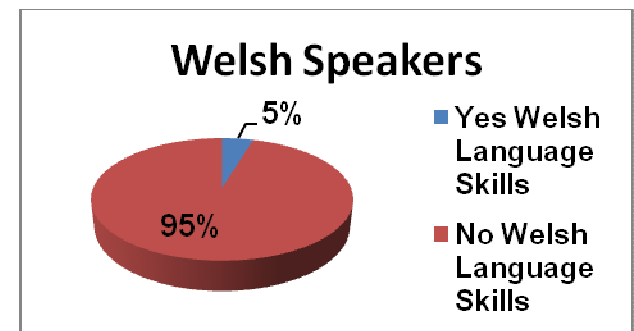
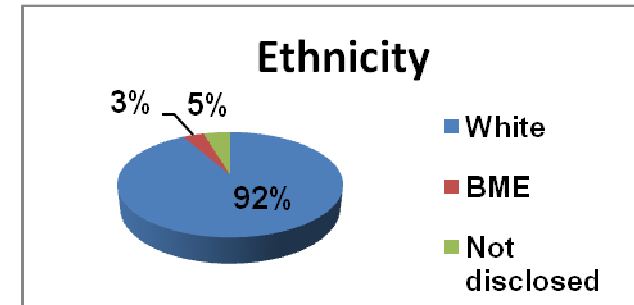
Staff Numbers & Characteristics

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	%	No.
FTE Posts	0%	166
Number of Staff	0%	194
Temp	0%	6
Perm	0%	188
% of Estimated Leavers (excl Retirements)	0%	tbc
% of Estimated Retirements	0%	tbc
% Fixed Overtime	0%	tbc
% Vacant Posts	0%	68

Gender	%	No.
Male	52.6%	102
Female	47.4%	92

Disability	% yes	% No
	1%	99%



The Economic Development Directorate has approximately 194 staff across the teams providing a highly professional and technical service to the Cardiff and regional business community and clients within City of Cardiff Council. With such a small headcount the risk of a reduction in staff numbers would have a considerable impact on service delivery, loss of expertise and a higher expectation of doing more with less, therefore, it is important that mitigations are in place. An increasing emphasis on Personal Performance and Development Reviews will ensure that all staff and

teams can clearly identify and deliver their responsibilities and objectives that support the strategic priorities of the Authority. Managers will also continue to manage sickness absence through monitoring and support to ensure levels remain low.

Finance

Key Context & Challenges

Like all City of Cardiff Council directorates, Economic Development is subject to resource constraints. This means that to deliver the strategic priorities agreed by the Council we will need to determine how to deliver services more efficiently. There must be a greater focus of collective effort on a more limited number of actions in order to make a difference. We will achieve the identified savings for 2015/16 which will ultimately contribute to a balanced budget in 2015/16.

Budget 2015/16

Budgets	Budgets 2015/16			Savings
	Expenditure £'000	Income £'000	Net £'000	2015/16 £'000
Business & Investment	1,862	-1,036	826	299
City Centre Management	384	-214	170	31
Construction & Design	2,016	-2,016	0	0
Corporate Property & Estates	1,661	-4,660	-2,999	361
Culture, Venues & Events	18,012	-15,904	2,108	289
Major Projects	2,014	-782	1,232	170
Neighbourhood Regeneration	870	-558	312	319
Service Management	222	0	222	6
Tourism	790	-609	181	121
Total	27,831	-25,779	2,052	1,596

The employee budget for 2015/16 is £12,210 million. The table below shows the expenditure analysis across the directorate.

Economic Development Employees Budget 2015/16

Division	Employees (£'000)
Business & Investment	801
City Centre Management	204
Construction & Design	1,792
Corporate Property & Estates	950
Culture, Venues & Events	6,866
Major Projects	283
Neighbourhood Regeneration	722
Service Management	187
Tourism	405
Total	12,210

Action Plan and Performance Measures

Part 1 – Corporate Plan and Cardiff Partnership Priorities

Outcome	Cardiff has a thriving and prosperous economy			
Improvement Objective	Cardiff has more employment opportunities and higher value jobs.			
Priority	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
Commitment	Ref No CP1	Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016		
Link to Medium Term Financial Strategy	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
Partners	<<List key partners organisation>>			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
1	Deliver the Central Square redevelopment	John Worrall	Q1 Finalise agreements with stakeholders to prepare the area for redevelopment.	EEI001 ED003 ED004 ED005
			Q2 Secure planning permission for plot 2 and BBC headquarters Submit planning application for Marland House / NCP car park	
			Q3 - Q4 Commence public realm works	
2	Progress the Public Sector Hub proposal	Ken Poole	Q1 Finalise business cases	
			Q2 Obtain approval to commence	
			Q3 Agree preferred development approach	
			Q4 Secure site	

Outcome	Cardiff has a thriving and prosperous economy			
Improvement Objective	Cardiff has more employment opportunities and higher value jobs.			
Priority	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
Commitment	Ref No CP2	Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery		
Link to Medium Term Financial Strategy	<i>Aims to provide capital funding in light of reduced Council funding</i>			
Partners	<i>South East Wales Local Authorities and Welsh Government</i>			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
3	Develop a City Deal proposition for the Cardiff Region	Ken Poole	Q1 Submit expression of interest to UK Government	
			Q2 Assemble regional partnership	
			Q3 Develop a detailed proposal and business plan	
			Q4 Complete proposal submit to UK Government	
Outcome	Cardiff has a thriving and prosperous economy			
Improvement Objective	Cardiff has more employment opportunities and higher value jobs.			
Priority	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
Commitment	Ref No CP3	Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016		
Link to Medium Term Financial Strategy	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
Partners	<<List key partners organisation>>			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
4	Progress delivery of a Multipurpose Arena	John Worrall	Q1 Complete masterplan	n/a
			Q2 Obtain approval to commence	n/a
			Q3 Agree preferred development approach and operator	n/a

			Q4 Secure site	n/a
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Outcome	Cardiff has a thriving and prosperous economy			
Improvement Objective	Cardiff has more employment opportunities and higher value jobs.			
Priority	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
Commitment	Ref No CP4	Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016		
Link to Medium Term Financial Strategy	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
Partners	University of Cardiff			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
5	Develop a plan to enhance the heritage assets at the Civic Centre	Tim Levenson	Q1 Procure masterplanning consultant jointly with Cardiff University	
			Q2 Progress masterplan	
			Q3 Complete masterplan including plan for the refurbishment of City Hall	
			Q4 Develop detailed plan including consultation for City Hall	
Outcome	Cardiff has a thriving and prosperous economy			
Improvement Objective	Cardiff has more employment opportunities and higher value jobs.			
Priority	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
Commitment	Ref No CP5	Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020		
Link to Medium Term Financial Strategy	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
Partners	<<List key partners organisation>>			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
6	Deliver the Tourism Development Strategy	Heledd Williams	Q1 Draft strategy to be submitted to Cabinet for approval	PED013
			Q2 Establish a city region baseline to track day and overnight tourism	
			Q3 Investigate options for collaboration and funding to take this forward	
			Q4 Progress key actions	

Outcome	People in Cardiff have a clean, attractive and sustainable environment			
Improvement Objective	The City of Cardiff Council makes use of fewer, but better, buildings			
Priority	<i>Working with people and partners to design, deliver and improve services</i>			
Commitment	Ref No CP6	Deliver the approved Property Strategy		
Link to Medium Term Financial Strategy	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
Partners	<i>All other public sector organisation in the city</i>			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
7	Implementing an annual Corporate Asset Management Plan for approval by Cabinet by April 2015	Charles Coats	Q1 Seek approval of Asset Management Plan by Cabinet	
			Q2 Implement priorities	
			Q3 Implement priorities	
			Q4 Implement priorities	
8	Introducing new Neighbourhood Area Asset Plans by December 2015.	Charles Coats	Q1 Agree template for Plans with stakeholders	
			Q2 Engage with Partners to identify opportunities for collaborative working	
			Q3 Finalise Neighbourhood Area Asset Management Plans and secure necessary approval to their adoption	
			Q4 Commence implementation of plan actions	
9	Introducing new Service Area Property Plans by April 2015	Charles Coats	Q1 Develop new Service Area Property Plans for approval	
			Q2 Deliver the priorities of the plans	
			Q3 Deliver the priorities of the plans	
			Q4 Deliver the priorities of the plans	
10	Implementing a programme of Fitness For Purpose Assessments of all operation property by April 2016	Charles Coats	Q1 Determine assessment criteria and process for information collection with Service Areas	Complete 50% of Assessments?
			Q2 Undertake pilot assessments, and refine process and criteria as required	
			Q3 Progress assessment programme	
			Q4 Progress assessment programme	

Outcome	People in Cardiff have a clean, attractive and sustainable environment			
Improvement Objective	The City of Cardiff Council makes use of fewer, but better, buildings			
Priority	<i>Working with people and partners to design, deliver and improve services</i>			
Commitment	Ref No CP7	Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017		
Link to Medium Term Financial Strategy	£1m operational savings from closed buildings by 2017 £6m capital receipts from the sale of surplus property on the open market and to HRA			
Partners	Internal			
Ref	Directorate/Service Commitments	<i>Officer Responsible</i>	Milestones	Performance Measures / Evidence Ref
11	Relinquishment of lease at Charles Street	Charles Coats	Q1 Relocation of Staff to County Hall	No staff working from building
			Q1 Legal instruction given to relinquish lease	Instruction sent to landlord
			Q1 Dilapidations negotiated and completed	Dilapidations signed off by landlord
			Q1 Keys handed back and lease relinquished	Keys handed back and legal docs completed
			Q1 Operational costs for Charles Street cease	Savings of £150k FYE
12	Vacation of St. Davids house – Council Teams	Charles Coats	Q1 Consultation with teams	Teams are involved in the moves process
			Q1 Relocation Strategy agreed	Agreement from teams to relocate
			Q1 Teams Relocated	Teams working from new location
			Q1 Operational costs for St. Davids House cease	Savings of £80k FYE

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
13	Vacation of Mynachdy Centre	Charles Coats	Q1 Analysis of Teams (working patterns etc)	Analysis Document signed off by service area
			Q2 Relocation Strategy agreed	Agreement from Teams to relocate
			Q3 Teams Relocated	Teams working from new location
			Q4 Mynachdy Building vacant, no operational costs	Saving of £108k FYE
14	Vacation of Howardian Centre	Charles Coats	Q1 Analysis of Teams (working patterns etc)	Analysis Document signed off by service area
			Q2 Relocation Strategy agreed	Agreement from Teams to relocate
			Q3 Teams Relocated	Teams working from new location
			Q4 Mynachdy Building vacant, no operational costs	Saving of £197k FYE
15	Vacation of Global Link	Charles Coats	Q2 Analysis of Health & Social Care Teams (working patterns etc) Relocation Strategy agreed (Health & Social Care) Analysis of Children's Services (working patterns etc) Relocation Strategy agreed (Children's Services)	Analysis Document signed off by service area Agreement from Teams to relocate Analysis Document signed off by service area Agreement from Teams to relocate
			Q3 Teams Relocated (Health & Social Care) Teams Relocated (Children's Services)	Teams working from new location

			Q4 Global Link Vacant, limited operational costs	Saving of £171k FYE
Outcome	Cardiff is a Great Place to Live, Work and Play			
Improvement Objective	Communities and partners are actively involved in the design, delivery and improvement of highly valued services			
Priority	Working with people and partners to design, deliver and improve services.			
Commitment	Ref No 7	Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016		
Link to Medium Term Financial Strategy				
Partners				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
16	To secure £300k savings,(including the £300k target from 14/15 brought forward), through the conclusion of the procurement process for the Arts Venue Operator(s) and introduction of a new operating model by the end of Quarter 4.	Kathryn Richards	Q1 Complete Memorandum of Information and Invitation to submit outline solutions and hold dialogue seminar.	Progression in accordance with Arts ADM project timeline. Achievement of savings target £300k
			Q2 Issue tender requirements, specification and documentation to support detailed solution. Officer decision report preparation.	
			Q3 Invitation to submit final tenders. Officer decision report preparation. Cabinet report submission for comparison with in-house and potential issue of contract.	
			Q4 Contract award, transfer and mobilisation (if appropriate).	
17	To establish a Cardiff Cultural Consortium to drive forward the future cultural agenda of the Capital City by June 2015	Kathryn Richards	Q1 Establish the Cardiff Cultural Consortium and develop an agreed work programme to include consideration of European Capital Culture bid and management of the 2016 Roald Dahl Celebrations.	Establishment of the Consortium
			Q2 Milestones will be informed by the work programme agreed by the Consortium and reported on a quarterly basis.	
			Q3 Milestones will be informed by the work programme agreed by the Consortium and reported on a quarterly basis.	
			Q4 Milestones will be informed by the work programme agreed by the Consortium and reported on a quarterly basis	
18	To develop a business case for the establishment of Cardiff Heritage Trust to be operational by 1 st April 2016	Kathryn Richards	Q1 Establish the Cardiff Heritage Trust Project Group.	Business case produced for Cabinet in July 2015
			Q2 Prepare the business case and present to Cabinet for consideration.	

			Q3 Subject to the satisfactory outcome of the business case, establish a shadow trust board by Autumn 2015.	
			Q4 Establish the Cardiff Heritage Trust for operation from 1st April 2016	
19	To work with the Cultural Consortium to scope the feasibility of a European Capital of Culture 2023 bid	Kathryn Richards	Q1 Establish a small working group to scope the requirements of a feasibility study.	Working Group action plan milestones.
			Q2 Consider development of a feasibility study	
			Q3 Subject to Q2 above, progress with feasibility study and determine support for the development of the bid.	
			Q4 Subject to the outcome of the feasibility study and support for the development of a multi-agency bid; prepare a report for consideration by Cabinet.	

Directorate/Service Priorities (core business)

Part 2 – Core Business Priorities

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
20	Progress construction of Ice Rink in the International Sports Village	John Worrall	Q1 - 3 Continue to monitor and assist the development of the Ice Arena	
			Q4 Complete delivery of Ice Arena and open for business	
21	Review the masterplan for the International Sports Village	Tim Levenson	Q1 – Q2 Review masterplan and begin consultation with key stakeholders	
			Q3 – Q4 Progress development based on new masterplan	
22	Implement Building Information Modelling into PDD working practices	Phil Dee	Q1 Training complete – outcome: BIM accredited professionals	
			Q2 BIM protocol in place	
			Q3	
			Q4 Ready for 2016/17 to produce level 2 BIM compliant projects as WG requirement	
23	Progress priority Community Shopping Centre schemes at Beechley Drive, Pentrebane, Clare Road / Penarth Road, Grangetown, and The Maelfa Centre, Llanedeyrn	Don Davidson	Q1 Commence shop-front improvements at Clare Rd/ Penarth Rd	
			Q2 Completion of Clare Rd/Penarth Rd junction improvements and agree delivery plan for the Maelfa Redevelopment.	
			Q3 Completion of Beechley Drive redevelopment	
			Q4 Undertake community feedback surveys on completed schemes.	Community satisfaction
24	Implement Neighbourhood Renewal Schemes at Wentlog Road, Birchgrove, Llanishen Village and Trenchard Drive.	Don Davidson	Q1 Community consultation on draft plans	
			Q2 Agreed final plans	
			Q3 Tender and contractor appointment	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
			Q4 Implementation	Community satisfaction
25	Review arrangements for self help tourism advice in the city centre following the restructure of TIC.	Heledd Williams	Q1 Develop a new model Q2 Implement new model Q3 Monitor new model Q4 Seek external stakeholder buy-in to arrangements	
26	Respond to the outcome of Welsh Government's feasibility study on a South Wales Bid for Commonwealth Games 2026	Kathryn Richards	Q1- Q2 Outcome of Welsh Government feasibility study will be known during Quarter 1-2. Q3 – Q4 Work as appropriate determined by outcome of feasibility study.	(Measures established when feasibility study outcome determined).
27	To seek £15k sponsorship for the specific provision of City Centre Christmas Trees by September 2015.	Kathryn Richards	Q1 Establish sponsorship offer and promote to the market Q2 Review sponsorship offers and finalise sponsorship agreement. Q3 Activate sponsorship.	Secure sponsorship to value of £15k SLC7 / No. 151).
28	To work with partners to deliver the capital's event calendar for 2015/16 and to partner a bid for at least one new high value future international event by April 2016 e.g., Rugby World Cup	Kathryn Richards	Q1 Successful Production, Logistic, Event Development delivery of the Q1 Event Programme Q2 Successful Production, Logistic, Event Development delivery of the Q3 Event Programme Q3 Successful Production, Logistic, Event Development delivery of the Q3 Event Programme Q4 Successful Production, Logistic, Event Development delivery of the Q4 Event Programme and the production of annual report on the impact of the capital's event calendar	Economic impact secured via events
29	To review the performance of the functions and retail catering units to address the financial under performance by April 2016.	Kathryn Richards	Q1 Review performance of each retail unit and develop improvement plan Q2 Implement improvement plan	Achievement of £224k savings by year end. (Source - Month 11

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
			Q3 – 4 Monitor and report on improvement plan	
30	Lead the Core Cities Culture Group	Kathryn Richards	Q1 In consultation with core city partners, establish an agreed work programme. Q2 – Q4 Deliver work programme with partner core cities and monitor / evaluate outcome.	Work programme delivery milestones.
31	Benchmark to service	OM Level	Q1 Clearly identify area/s to be benchmarked (e.g., cost, quality and performance, customer satisfaction and customer demand) clarify desired outcome and report to the Central Performance Team Q2 Scope comparable core cities / best in class organisations to benchmark with Q3 Confirm most suitable comparators Q4 Collate results and report key lessons learned from the benchmarking activity to Central Performance Team	
32	Assess your team's capacity to deliver a Welsh bilingual service	OM Level	Q1 Attend Linguistic Assessment Tool training or briefing conducted by relevant Welsh Language Coordinator, Champion or Bilingual Cardiff Team as required. Q2 Complete and submit Linguistic Assessments to establish how many members of your team would need to speak Welsh to Bilingual Cardiff Team Q3 Support identified post holders to attend a suitable Welsh language course through the Academy Q4 Provide information on the linguistic assessments of your teams to the Bilingual Cardiff Team to include in the Welsh Language Scheme Annual Monitoring Report and to update HR records	

Directorate/Service Priorities (core business)

Part 3 - Planning for the future

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Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
33	Progress the Digital Advertising Strategy	Ken Poole	Q1 Take to market and agree terms 1 st site for Large Format Digital Advertising. Draft Digital Advertising Strategy document completed.	Site signed up and let Planning approvals for 40 shelter achieved
			Q2 Submit planning applications for sites 2 and 3 Large Format Digital Advertising sites Design and consultation with stakeholders on sites 5 and 6 for Large Format Digital Advertising	Achieve Planning approvals Phase 1 shelter sites installed
			Q3 Take to market and agree terms sites 2 and 3 Large Format sites. Support the submission of Planning application for 4 th digital advertising site Ongoing consultation with stakeholders on sites 5 and 6.	Sites signed up and let Achieve Planning approval Phase 2 shelter sites installed
			Q4 Take to market and agree terms of 4 th Large Format site. Support the submission of Planning applications for sites 5 and 6 Large Format Digital Advertising.	Site signed up and let Phase 3 shelter sites installed
34	Progress proposals for a city centre Business Improvement District	Ken Poole	Q1 Feasibility and proposal BID development	
			Q2 Engage with local business community	
			Q3 Finalise and communicate BID	
			Q4 BID Ballot implementation	
35	Explore new operating model for Economic Development Service (Business & Investment)	Director / OM Level	Q1 Procure consultants to consider options	
			Q2 Complete options review	
			Q3 Present options for Cabinet	
			Q4	

36	Explore a new model for managing investment property	Charles Coats	Q1 Report to Cabinet with options	
			Q2 Implement chosen approach	
			Q3 Implement chosen approach	
			Q4	
37	Financial pressures on cultural venues e.g. Castle, Cardiff Story Museum and Norwegian Church.	Kathryn Richards	Q1-4 Prepare for the establishment of a Cardiff Heritage Trust	Establishment of Cardiff Heritage Trust
38	Need to reduce net cost of St David's Hall and the New Theatre.	Kathryn Richards	Q1-4 Progress with Alternative Delivery procurement on Arts Venues.	Contract award by April 2016.

Directorate/Service Priorities (core business)

Key Performance Indicators

Ref	Performance Indicator	Supports the following strategies	2013-14 Result	2014-15 Result	2015-16 Target	2016-17 Target	Action Ref
Economic Development							
ED005	The amount of 'Grade A' office space committed to in Cardiff (2014/15 from commencement of work on site)	Outcome Agreement Corporate Plan 2015	Target: 100,000 sq ft Result: 278,182 sq ft	Target: 100,000 sq ft Result: 277,277 sq ft	100,000 sq ft	100,000 sq ft	CP1-4
Page 174 ED004	The number of businesses supported by the Council (financially <i>or otherwise</i>) Financial support Includes: <ul style="list-style-type: none"> • Capital Cardiff support • Revenue Assistance to Industry Grants • Superconnected Cities • Business Rate Relief 	Outcome Agreement Corporate Plan 2015	Target: 50 Result: 239	Target: 50 Result: 351	100	100	CP1-4
EEI001	Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise) Financial support Includes: <ul style="list-style-type: none"> • Capital Cardiff support • Revenue Assistance to Industry Grants (Discontinued ED002 - Number of new and safeguarded jobs in businesses supported financially by the Council)	Outcome Agreement Corporate Plan 2015	Target: 1,000 Result: 1,036	Target: 1,000 Result: 2,395	1,000	1,000	CP1-4
ED003	The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales	Outcome Agreement Corporate Plan 2015	Target: 20% Result: 33%	Target: 20% Result: 6.06%	20%	20%	CP1-4
ED006	The amount of grant aid and private sector finance attracted by companies assisted by the Council	Outcome Agreement Corporate Plan 2015	Target: £1million Result: £3,111,740	Target: £2 million Result: £3,816,513	£3 million	£3 million	CP1-4
F&ED A	The total number of people employed in Cardiff	Outcome Agreement Corporate Plan 2015	Target: Baseline 2013 Result: 211,700	Target: +2,000 Result: 3.8% +9,400	+/-1% +2,000	+/-1% +2,000	CP1-4

NEW	Number of new jobs created in social enterprises	Corporate Plan 2015	NEW	NEW	2.5 per business supported	2.5 per business supported	
Ref	Performance Indicator	Supports the following strategies	2013-14 Result	2014-15 Result	2015-16 Target	2016-17 Target	Action Ref
F&ED D	GVA per capita (compared to UK average)	Economic Development CP 2014	Target: 100% Result: 99.7% (21,239)	Target: 100% Result: 98.3%	98%	98%	
F&ED E	Unemployment (compared to Welsh average) (2.9% Feb 2014 - 2.6% Wales)	Economic Development CP 2014	Target: Result: 3.9%	Target: (below Wales av) Result: 2.9%	(below Welsh av)	(below Welsh av)	
ED007	The percentage of Council workshops let.	Economic Development	Target: 90% Result: 85.1%	Target: 90% Result: 92.1%	90%	90%	
ED011	Customer Satisfaction (Workshop Tenants)	Economic Development	New	Target: 75% Result: 83.3%	75%	75%	
ED012	Customer Satisfaction (Businesses)	Economic Development	New	Target: 75% Result: 84.4%	75%	75%	

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City Centre Management

CCM001	City Centre Footfall	City Centre Management	Target: 38,258,000 Result: 41,500,000	Target: 40m Result: 38.98m	40 million	40 million	
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Tourism

F&ED C PED013	Staying Visitors (calculation based on Cardiff)	Tourism	Target: 1,904,748 Result: 1,914,700	Target: 1,942,842.96 (2% growth per annum) Result: 1,959,100	2%	2%	CP5
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ECR15a	Number of Visitors to the City (calculation based on Cardiff)	Tourism	Target: 19,074,000 Result: 18,980,900	Target: 19,455,480 (2% growth per annum) Result: 19,532,800	2%	2%	CP7
Ref	Performance Indicator	Supports the following strategies	2013-14 Result	2014-15 Result	2015-16 Target	2016-17 Target	Action Ref
Super Connected City							
NEW/ F&ED F	Superfast broadband penetration for homes and businesses in Cardiff (<i>by 2016</i>) Results shown as Comparative figure* / Remapped figure	Corporate Plan 2014	Target:100% Result:93%*	Target: 100% Result: 97%* 92%	n/a	n/a	
Cardiff Business Council							
NEW/ ED009	Grow membership of the Cardiff Business Council to 1,000 members (<i>by 2016</i>)	Improvement Plan 2013	Target: 1,000 Result: 0	Target: 1,000 Result: 120	n/a	n/a	
ED008	The advertising value equivalent (AVE) of marketing articles.(now includes online articles)	Economic Development CBC	Target: £2.5m Result: £3.1 million	Target: £2.5 million Result: £3,679,003	£2.5 million	£2.5 million	
NEW/ ED010	Attract £250,000 of private sector funding towards the delivery of a new approach to marketing Cardiff (by 2016)	Improvement Plan 2013	Target: £250,000 Result: £75,000	Target: £250,000 Result: £252,422.00	n/a	n/a	
Projects, Design & Development							
DCM End User Satisfaction Survey		PDD	Target: 75% Result: 80.94%	Target: 75% Result: 80.25%	75%	75%	
DCM Internal Client Satisfaction Survey		PDD	Target: 75% Result:	Target: 75% Result: TBC	75%	75%	

Ref	Performance Indicator	Supports the following strategies	2013-14 Result	2014-15 Result	2015-16 Target	2016-17 Target	Action Ref
Strategic Estates							
NEW	Reduced the Gross Internal Area (GIA) of buildings in operational use	Corporate Plan 2015	N/A	Target: 2.5% Result: TBC	3.5%	4%	CP6
NEW	Reduced average running cost of occupied operational buildings	Corporate Plan 2015	N/A	Target: 2.5% Result: TBC	4.5%	3%	CP6
NEW	% of prioritised Fitness for Purpose Assessments completed	Corporate Plan 2015	N/A	N/A	50%	50%	CP6
NEW	Percentage reduction in the proportion of operational buildings rated as in 'poor or bad condition'	Corporate Plan 2015	N/A	N/A	55%	50%	CP6
NEW	Reduce the maintenance backlog	Corporate Plan 2015	N/A	Target: £900k Result: TBC	£4.3m	£5.7m	CP6

Ref	Performance Indicator	2013-14 Result	2014-15 Result	2015-16 Target	16-17 Target	Action Ref
Culture & Venues						
CUL/01	Number of Paid Attendances at St David's Hall and New Theatre	410,402	382,000	382,000	382,000	16
CUL/06	Retained Income For St David's Hall and New Theatre	£1,391,486	£1,289,492	£1,289,492	£1,289,492	16
VM1a	Number of Attendances At Cardiff Castle	266,927	275,000	280,000	280,000	18
VT 2c	Cardiff Castle Total Income	£3,022,365	£3,105,000	£3,105,000	£3,105,000	18
VM 3a	Customer Satisfaction Level For Cardiff Castle	85.8%	NPS+45	NPS+50	NPS+55	18
VT 2b	Total Income For City Hall	£633,690	£657,944	£662,610	£662,610	

Ref	Performance Indicator	Supports the following strategies	2013-14 Result	2014-15 Result	2015-16 Target	2016-17 Target	Action Ref
Corporate Indicators							

NEW	The number of working days/shifts per full-time equivalent (FTE) lost due to sickness absence	Corporate	Target: Result:	Target: 6 Result: 4.22			
NEW	% PPDR Completion	Corporate	Target: Result:	Target: 90% Result: 97.2%			

**CITY & COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD**

ECONOMY AND CULTURE SCRUTINY COMMITTEE

4 JUNE 2015

**CABINET RESPONSE TO THE REPORT BY THE ECONOMY & CULTURE
SCRUTINY INQUIRY – CARDIFF CENTRAL MARKET AND HISTORIC ARCADES**

Purpose of report

1. To update Members on the Cabinet response to the recommendations made in the Economy & Culture Scrutiny Committee May 2014 inquiry report 'Cardiff Central Market and Historic Arcades'.

Background

2. As a part of the Economy and Culture Scrutiny Committee work programme for 2013-14, the Committee agreed to consider Cardiff Central Market and Historic Arcades as a topic for in-depth scrutiny. The Inquiry was not completed in this time period and ran into the 2014-15 work programme. The scope of the scrutiny was to provide an overview of Cardiff Central Market and the historic arcades in the city centre, in recognition of the important offer that the independent retailers and small businesses within the Historic Arcades and Central Market bring to the city centre shopping experience.
3. The following terms of reference were used as the basis for this short scrutiny exercise:
 - Understand the Council's role in running and supporting Cardiff Central Market and the city's historic Arcades
 - Understand the importance of Cardiff Central Market and the Arcades to the local economy
 - Explore options for the future of Cardiff Central Market and the Arcades
 - Review good practice from other local authorities in their support and promotion of Markets and Arcades

- Review public opinion and awareness of Cardiff Central Market and Arcades
 - Understand the views of market stall holders and arcade store owners
 - Understand the implications of a potential Business Improvement District proposed for Cardiff Council, and the impact this will have for Central Market and the Arcades.
4. This short scrutiny exercise was part of a suite of work focussing on the economic regeneration of Cardiff undertaken by the Committee to assess the emerging needs of the city's new businesses, also including reports on **Higher Education Innovation in Cardiff** (Autumn 2013) and **Small Business** (Spring 2014).
 5. Members received evidence from a range of sources, including representatives of Cardiff Metropolitan University, Cardiff Central Market Traders Association, Ashdown Phillips, Curzon Real Estate, Cardiff Council, Rules of Play, the National Association of British Market Authorities and Wrexham Council. A public perception survey was also undertaken by the Scrutiny Research Team, with almost 2,000 members of the public providing their views, and each market stall holder and arcade shop owner given the opportunity to give their opinions.
 6. The report for this task and finish inquiry was taken to the Cabinet meeting held on 11 December 2014. The full report for this inquiry can be found at:

<http://cardiff.moderngov.co.uk/CeListDocuments.aspx?Committeeld=151&MeetingId=486&DF=11%2f12%2f2014&Ver=2>

 (fourth bullet point in document list)

Cabinet Response to Recommendations

7. A full copy of the Cabinet paper, outlining the recommendations made and the Cabinet response to each, is attached at **Appendix A**.
8. Overall, the Committee made 17 recommendations to the Cabinet. The Cabinet response shows that:

- Eleven of the recommendations are accepted – R1, R3, R5, R7, R8, R9, R10, R12, R13, R14, R15
- Five of the recommendations are partially accepted – R2, R4, R6, R11, R16
- One recommendation was not accepted – R17 (this was in relation to exploring parking options within the city centre).

Way Forward

9. The Leader, Councillor Phil Bale, and Neil Hanratty (Director – Economic Development) have been invited to present the response to the inquiry and present any progress made in addressing the issues raised and recommendations made.

Legal Implications

10. 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

11. 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

12. The Committee is recommended to receive the Cabinet response and agree the way forward for receiving progress reports on the work required to implement the report's recommendations.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

29 May 2015

The following Appendices are attached:

Appendix A: Cabinet Response to the Report by the Economy and Culture Scrutiny Committee entitled "Cardiff Central Market and Historic Arcades"

**CABINET RESPONSE TO THE REPORT BY THE ECONOMY
AND CULTURE SCRUTINY COMMITTEE ENTITLED “CARDIFF
CENTRAL MARKET AND HISTORIC ARCADES”**

**REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT
AGENDA ITEM: 2**

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)

Reason for this Report

1. To respond to a report published by the Economy and Culture Scrutiny Committee in October 2014 entitled “Cardiff Central Market and Historic Arcades”.

Background

2. As a part of the Economy and Culture Scrutiny Committee work programme for 2013/14, the Committee agreed to consider Cardiff Central Market and Historic Arcades. The scope of the scrutiny was to provide an overview of Cardiff Central Market and the historic arcades in the city centre, and builds upon the findings of the ‘Small Business’ Inquiry published in January 2014 and the ‘Higher Education Innovation in Cardiff’ short scrutiny published in November 2013. The Economy and Culture Scrutiny Committee recognised the important offer that the independent retailers and small businesses within the Historic Arcades and Central Market bring to the city centre shopping experience, and hope this report will support the growth of this sector.
3. The following issues were examined during this short scrutiny exercise:
 - Understanding the Council’s role in running and supporting Cardiff Central Market and the city’s historic Arcades
 - Understanding the importance of Cardiff Central Market and the Arcades to the local economy
 - Exploring options for the future of Cardiff Central Market
 - Reviewing good practice from other local authorities in their management and promotion of Markets and Arcades
 - Reviewing public opinion and awareness of Cardiff Central Market and Arcades
 - Understanding the views of market stall holders and arcade store owners.

- Understanding the implications of establishing a Business Improvement District proposed for Cardiff Council, and the impact this will have for Central Market and the Arcades.

Issues

4. The report recognised the important role that Cardiff Central Market and the historic arcades play in supporting the local economy.
5. The report made 26 key findings under the following ten headings: Cardiff Historic Arcades, Cardiff Central Market, Impact of City Centre Developments, Market Issues – Maintenance/Investment, Market Issues – Tenant Relations, Market Issues – Potential Improvements, Promotion and Signage, Arcade Relationships, Local Currency and Good Practice and previous Inquiries.
6. The report makes 17 recommendations, the majority of which have been fully or partially accepted. Full details of the recommendations and response are contained in Appendix A.

Reason for Recommendations

7. To enable the Cabinet to respond to the report published by the Economy and Culture Scrutiny Committee.

Financial Implications

8. Any relevant financial implications will be identified and considered as part of the work to progress the responses to the recommendations that are accepted. It should be noted that the financial position of the Council is challenging over the medium term and therefore any proposals which require additional resources would need to be considered within the overall financial position of the Council.

Legal Implications

9. Any relevant legal implications will be identified and considered as part of the work to progress the responses to the recommendations that are accepted.

RECOMMENDATION

Cabinet is recommended to agree to the response to the recommendations as set out in Appendix A.

NEIL HANRATTY

Director

27 March 2015

The following appendices are attached:

Appendix A: Cabinet Response to the Report by the Economy and Culture Scrutiny Committee into “Cardiff Central Market and Historic Arcades”

The following background papers have been taken into account

October 2014 report published by the Economy and Culture Scrutiny Committee entitled “Cardiff Central Market and Historic Arcades”.

Cabinet Response to the Report by the Economy and Culture Scrutiny Committee into “Cardiff Central Market and Historic Arcades”.

Cabinet welcomes the findings of the Economy and Culture Scrutiny report into Cardiff Central Market and the Historic Arcades. A response to each of the recommendations is set out below. It should be noted that the City of Cardiff Council will endeavour to put in place the recommendations below but will be restricted by budgetary and resource pressure. Subsequently the services provided will need to become more focussed and targeted on those areas that can have the greatest impact in terms of supporting Cardiff Central Market and the historic arcades.

R1. Ensures that the Council develops a vision for Cardiff Central Market, with appropriate improvement strategies and business plans in place to support the achievement of this vision, and puts in place appropriate management arrangements to drive and coordinate improvements. These improvements must be co-produced with involvement of market traders and respond to the demands of the public.

Response: This recommendation is accepted

A new vision is being developed with the market traders. We are also undertaking a review of how the market is managed which will consider all the recommendations of the Scrutiny Report and would put in place appropriate arrangements to drive continued improvement.

R2. Develops a performance framework for Cardiff Central Market management to report progress within the Market, and provides a performance report to Scrutiny on an annual basis.

Response: This recommendation is partially accepted

As noted above, we are undertaking a review of how we manage Cardiff Central Market which will consider all the recommendations of the Scrutiny Report. As part of the review of management arrangements we will also improve the branding, marketing and vision for the market through the development of a new website.

Our performance framework will also be improved through the changes that have taken place in the investment estate performance monitoring, including the introduction of fitness for purpose assessments for the investment estate. We will also continue to work with NAMBA (National Association of British Market Authorities).

R3. Continues to work towards a resolution of the ongoing dispute with tenants within Cardiff Central Market, reaching an agreement that will allow for the development of a collaborative vision for the future of the Market.

Response: This recommendation is accepted

We are currently working pro-actively with all tenants and their representative body, the CCMTA (Cardiff Central Market Traders Association) to resolve a number of historic disputes that have been ongoing for a considerable period of time. Significant progress in this respect has been made. It is essential these issues are positively resolved to enable us to develop a cogent sustainable vision for the future of the Market.

R4. Addresses the maintenance issues that exist within Cardiff Central Market, demonstrating that the Council recognises the importance of the building from a tourism and heritage perspective.

Response: This recommendation is partially accepted

We are currently working to address the maintenance issues that exist within the Market, but need to operate in consideration of the level of funding available. To that extent will we explore options to work with organisations with specialist expertise to look at how we can maximise the impact of the building from a heritage and tourism perspective.

R5. Ensures the Council opens dialogue with stall holders within Cardiff Central Market regarding the potential to alter opening hours and days of business for Cardiff Central Market, and explores opportunities to trial new working arrangements.

Response: This recommendation is accepted

We are working, through our market review, and discussions with stall holders to consider the viability of alternative opening hours.

R6. Ensures a review of the byelaws in place for Cardiff Central Market is undertaken, ensuring these byelaws provide flexibility for changes management may wish to make and

allow appropriate levels of fines for enforcement of market operating rules.

Response: This recommendation is partially accepted

Officers are working with the Council's legal team to look at how byelaws can be used to support the management of Cardiff Central Market. Initial advice, however, suggests that the use of Byelaws may be a costly and time consuming way of managing relevant aspects of Cardiff Central Market.

R7. Enforces the 'blue line' demarcation in a consistent manner throughout Cardiff Central Market, and reviews NABMA case studies to develop operational guidelines to address such encroachment.

Response: This recommendation is accepted

Measures have already been taken to ensure full enforcement of this provision.

R8. Supports the Love Your Local Market campaign and uses the opportunity to run events that celebrate Cardiff Central Market, independent traders and local traders.

Response: This recommendation is accepted

Officers have explored the potential to support the Love Your Local Market campaign, how this and other campaigns can be used to promote Cardiff Central Market and other traders including pop-up shops and meanwhile use operators. This provides an opportunity for market traders to work pro – actively with this Campaign and other events to fully exploit the potential.

R9. Explore the opportunity to arrange work experience placements with traders within Cardiff Central Market, with a view to encourage a new generation of independent traders and business owners, and explore the possibility of dedicating stalls to new traders or start-up businesses who want to gain retail experience.

Response: This recommendation is accepted

We will work with Market traders and schools to explore the development a programme of work experience opportunities in the Market which will look to support both the development of retail and customer relations skills for young people in Cardiff, as well as providing an opportunity for young people to experience and potentially explore future careers within the sector. We will

explore the possibility of providing dedicated 'incubation' stalls for a two year period for new traders or start-up businesses, however this will need to be done within any proposed new business model, and with the support of current market traders.

R10. Increases city centre wireless internet coverage to allow for free internet access within Cardiff Central Market.

Response: This recommendation is accepted

Free wireless has been installed as part of the Superconnected Cities project, and is now available for public use in Cardiff Central Market.

R11. Explores options to address the decline in footfall at the Castle end of the city centre. This should include reviewing the buses that stop on Castle Street (inbound), the location of pedestrian crossings and exploring options for reintroducing a limited number of buses along St Mary Street.

Response: This recommendation is partly accepted

We will review options to address declining footfall at the Castle end of the city centre, which may also include looking at how a Business Improvement District could support activities.

R12. Reviews the Council's current promotional activities for Cardiff Central Market and the historic arcades, particularly from a tourism point of view, and explores opportunities to promote the unique links to the history of the city that these destinations provide.

Response: This recommendation is accepted

We look to build this work as part of our Business Improvement District proposals that we have commissioned consultants to begin work on from the Spring of 2015 inwards. We will also look, through the new Tourism Strategy for Cardiff to build on the city's heritage assets to build a better offer for tourists.

R13. Explores the opportunity to promote individual historic arcades, independent stores, and Cardiff Central Market via the Council's social media outlets and the city centre big screens.

Response: This recommendation is accepted

As above, we look to build this work as part of our Business Improvement District proposals that we have commissioned consultants to begin work on from the Spring of 2015 onwards. We will also use the Visit Cardiff brand to promote individual historic arcades, independent stores, and Cardiff Central Market.

R14. Undertakes a review of Council maintained city centre way finders to ensure that the historic arcades and central market have equitable promotion.

Response: This recommendation is accepted

As above, we look to build this work as part of our Business Improvement District proposals. Furthermore we will also explore how smart city approaches can improve city wayfinding.

R15. Engages with the new owners of the Castle Quarter arcades, developing a relationship that will encourage the creation of a shared vision, and joint initiatives, for the Castle end of the city centre.

Response: This recommendation is accepted

Discussions are ongoing with the new arcade owners. As above, we will also look to build this work as part of our Business Improvement District proposals

R16. Is supportive in the development of a local currency in Cardiff and explores the requirements necessary for a local currency to be accepted in payment of business rates, Council tax and other services.

Response: This recommendation is partially accepted

The Council is aware of the potential opportunity of a loyalty based scheme for businesses in the city and will work with the Business Council to explore whether there is a suitable scheme that business in Cardiff could adopt. This involves looking at schemes such as the Bristol Pound, exploring the potential of loyalty schemes, the development of a time banking programme as well as looking to introduce a new 'Cardiff Card'.

R17. Explores parking options within the city centre that will encourage increased numbers of visitors to

***Cardiff Central Market or independent
retailers in the city centre.***

Response: This recommendation is not accepted

There is limited scope for us to increase on-street parking within the city centre, and our current view is that it is preferable for us to support more sustainable methods of transport.

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CITY & COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE

4 JUNE 2015

GREAT WESTERN CITIES - UPDATE

Purpose of report

1. To provide Members with background to the 'Great Western Cities' proposals for Cardiff, Newport and Bristol in advance of receiving an update on the proposed collaboration and joint working between these cities.

Background

2. At the 19 March 2015 Cabinet meeting, authority was delegated to the Chief Executive, in consultation with the Leader, to develop a programme of joint activity with the cities of Newport and Bristol. The relevant cabinet report is attached at **Appendix A**.
3. A Statement of Intent is included at **Appendix A1** which sets out the three priority areas in which the three cities will work jointly. These are:

Connectivity – cities will seek to significantly reduce journey times between the Great Western Cities, and will make the case for connectivity into the UK high speed network and for continued investment in the Great Western Mainline.

Clean and Renewable Energy – cities will develop a joint strategy to unlock the potential of the Severn Estuary and Bristol Channel.

International Marketing – the cities will establish a joint marketing programme for the Great Western Cities.

4. Members will note that much of the priority work outlined above would fall under the terms of reference on the Environmental Scrutiny Committee. However, underpinning these commitments is the recognition that by working together the Great Western Cities can drive improvements in economic output and create a 'power house' region for the UK economy. Pages 12 – 17 of **Appendix A2** expand upon the priority areas to demonstrate how it is hoped they will strengthen the Great Western economy. **Appendix A2** recognises that the Great Western Cities are some of the most successful cities in Britain, but highlights that they can be doing even better.
5. **Appendix A2** contains comparator data demonstrating how, when combined as a region, the Great Western Cities lead the way (outside of London) in terms of economic output, employment opportunities and critical mass of graduates. These are factors which lead to the region being considered an asset to the national economy.

Previous Scrutiny

6. At the February 2015 Committee Meeting, members questioned whether the 'Great Western Cities' would conflict with the Cardiff City Region plans and the City Deal. Members received assurances that there would be no conflicts and that the 'Great Western' partnership would complement these aspirations and help generate increased interest in Cardiff and South Wales from a business perspective.

Way Forward

7. The Leader, Councillor Phil Bale has been invited and may wish to give a statement. Gareth Newell (Operational Manager) will also be in attendance to answer Members' questions.

Legal Implications

8. 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

9. 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.

Recommendations

10. The Committee is recommended to give consideration to the information attached to this report and received at this meeting and to submit any recommendations, observations or comments to the Cabinet Member.

Marie Rosenthal

County Clerk and Monitoring Officer
29 May 2015

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CABINET MEETING: 19 MARCH 2015

GREAT WESTERN CITIES

REPORT OF THE CHIEF EXECUTIVE

AGENDA ITEM: 3

PORTFOLIO : LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)

Reason for this Report

1. To consider proposals for collaboration and joint working between the 'Great Western Cities' of Cardiff, Newport and Bristol.

Background

2. In March 2011, the Council agreed to sign a formal 3-year Memorandum of Understanding with Bristol and Swindon Councils on common areas of interest. This followed previous collaboration, as part of the Great Western Partnership, in lobbying successfully for investment by the UK Government in the electrification of the Great Western Mainline.
3. Since May 2012, the current Administration has entered into discussions with representatives from Bristol City Council on a number of policy matters, including transport connectivity between the two cities and to the rest of the UK and the energy generation potential of the Severn Estuary.
4. More recently, in September 2014, Cardiff joined the Core Cities UK alongside Bristol, which enables both cities to work more closely on policy matters of shared interest and city-regional significance. The Leader of the Council also debated city regional issues with the Mayor of Bristol at a fringe event that followed the Cardiff Convention, which was held in the city on 30 October 2014, at which both city leaders confirmed their intention to improve collaboration between Cardiff and Bristol.
5. On 9 October 2014, the Cabinet considered a report, entitled 'Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning', which contained the proposal for Cardiff to work with cities along the M4 corridor to develop an investment strategy similar to the 'One North' initiative, through which the five major cities of the North of England come together to support improvements in regional competitiveness and transportation.

Issues

6. As was outlined in the report on Cardiff's proposed membership of the Core Cities Group, which was considered by the Cabinet on 18 September 2014, the recent policy reviews by both the Conservative (Heseltine) and Labour (Adonis) parties have made the case for greater devolution of powers and funding to the city-region level. This is seen as a key policy development for driving economic growth in the UK and rebalancing the UK economy away from London and the South East of England.
7. In October 2014 the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) City Growth Commission published a report entitled 'Unleashing Metro Growth' which emphasised the importance of cities and their metropolitan areas as drivers of economic growth. In particular the report emphasised that connectivity between neighbouring city-regions will be paramount to enabling the UK economy to thrive as a system of cities and to support long-term, sustainable economic growth. The report therefore argued that Britain will increasingly need to rely on the prosperity of a small number of 'power-house super city regions', including the Great Western Cities across the Severn.
8. On 4th February 2015 the leaders of the City of Cardiff Council, Newport City Council and the Mayor of Bristol launched a 'statement of intent' outlining priority areas of joint working between the three cities (see Appendix 1).
9. The Statement of Intent sets out a programme of joint work through which the three cities would collaborate on the following priority areas:
 - **Improve connectivity**: working together to significantly reduce the journey time between the Great Western Cities; making powerful case for connectivity in to the UK's high speed network and for continued investment in to the Great Western Mainline.
 - **Renewable Energy**: developing a joint strategy to unlock the renewable energy potential of the Severn Estuary.
 - **International marketing**: establishing a joint international marketing programme

Reasons for Recommendations

10. To enable the City of Cardiff Council to develop a 'Statement of Intent' for the Great Western Cities that formalises regional collaboration and joint working between Cardiff, Newport and Bristol City Councils.

Legal Implications

11. There are no direct legal implications arising out of this Report.

Financial Implications

12. There are no direct financial implications as a result of this report. The development of a programme of joint activity will be delivered within existing financial resources. The financial implications of the programme once developed will need to be considered as part of further reports and revenue and capital budget setting processes as applicable.

RECOMMENDATION

Cabinet is recommended to agree to delegate authority to the Chief Executive, in consultation with the Leader of the Council, to develop a programme of joint activity with the Great Western Cities in the areas outlined in paragraph 9 of this report.

PAUL ORDERS

Chief Executive
13 March 2015

The following appendices are attached:-

Appendix 1: Great Western Cities Statement of Intent
Appendix 2: Great Western Cities Background Brochure

The following Background Papers have been taken into account:

RSA City Growth Commission Report, 'Unleashing Metro Growth' (October 2014)
Cabinet Report (9 October 2014) – Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning
Cabinet Report (18 September 2014) – Core Cities Group

Statement of Intent - 4 February 2015

The Great Western Cities of Bristol, Cardiff and Newport power the economy of the Severn region and are the gateway to Wales and the West. Through working together they can create one of the 'power-house super city regions' upon which Britain's future prosperity will rely.

KEY FACTS:

- A combined economic output of £58bn – larger than any other major conurbation in the UK outside London.
- A combined population of over 1.8 million.
- Some of the UK's highest performing universities.
- More graduates as a proportion of its working age population than any of the other UK urban agglomerations.
- They are amongst the UK's fastest growing cities and best cities in which to live.

WE WILL WORK TOGETHER ON:

1. CONNECTIVITY

The Great Western Cities need to be connected to each other; to London and other Core Cities; and to international markets. A multi-billion pound programme of investment in to transport infrastructure is underway, electrifying the Great Western Mainline and creating Western Access to Heathrow, and revolutionising regional rail on both sides of the Severn. Connectivity between the Great Western Cities must now be radically improved.

We will seek to significantly reduce the journey time between the Great Western Cities.

The Great Western Cities support investment in the High Speed Rail network as it will bring huge benefits to the North and to the Midlands, and ultimately to UK plc. However, we also wish for similar investment to connect Great Western Cities to the UK economy and international markets.

We will make a powerful case for connectivity in to the UK's high speed network and for continued investment in to the Great Western Mainline.

2. CLEAN AND RENEWABLE ENERGY

When it comes to clean and renewable energy, the Great Western Cities have industrial strength, international research expertise, political leadership and one of the UK's major energy assets – the Bristol Channel - Severn Estuary. Releasing the potential of the Severn can help to secure the UK's energy resilience, meet challenging carbon reduction targets, and stimulate an already strong environmental and engineering business and academic sector which exists in the West.

We will develop a joint strategy to unlock the potential of the Severn Estuary and Bristol Channel.

3. INTERNATIONAL MARKETING

Through working together the Great Western Cities can become a globally renowned centre of innovation and creativity which can make a compelling case as an internationally competitive location for business, strengthening the existing economic clusters in financial services, ICT, the creative industries and aerospace.

We will establish a joint international marketing programme for the Great Western Cities.



GREAT WESTERN CITIES



GREAT
WESTERN
CITIES

DINASOEDD
MAWR Y
GORLLEWIN





INTRODUCTION

Cities and their metropolitan areas are now recognised as the engines of national economic growth, and the national economy is increasingly seen as a network of city and metropolitan economies.

This has brought with it a major shift in national economic policy. It's now accepted that for the UK economy to thrive there can no longer be a reliance solely on the economic power of London and the South East alone. The economic potential of Britain's major cities need to be released. To do so will require investment in to cities themselves; to make them better connected to their own regions and, crucially, to each other.

As the City Growth Commission recently argued, Britain will increasingly need to rely on the prosperity of a small number of 'power-house super city regions', including the Great Western city-regions across the Severn.

The Great Western Cities are already among the most successful in Britain. They are highly productive and highly skilled economies that offer high levels of tax returns.

They are also projected to be amongst the fastest growing cities in terms of population, hardly surprising considering their quality of life credentials. Cardiff and Bristol are consistently ranked as the UK's best cities in which to live and Newport has been ranked one of the top towns and cities in the UK with the largest proportion of high-growth businesses.

In short, the Great Western Cities are a national economic asset.

But they can do better.

With the right investment, they can deliver higher economic output and tax receipts for the Exchequer and make an even greater contribution to the UK economy. The nature of this investment must focus on improving connectivity, realising the energy potential of the Bristol Channel - Severn estuary and promoting South Wales and the West as a high quality destination for international business.

“ WITH THE RIGHT INVESTMENT, THEY CAN DELIVER HIGHER ECONOMIC OUTPUT ”





EXECUTIVE SUMMARY

- The Great Western Cities are some of the most successful in Britain.
 - Highly productive economies, with good jobs and higher than average earnings
 - They have consistently lower unemployment
 - They are amongst the most highly skilled, with the highest concentration of graduates outside London
 - They contain some of the best universities for research in the UK outside of London and Oxbridge.
 - They are the UK's fastest growing cities
 - They consistently rank as the UK's best cities in which to live
- The Great Western Cities are a national economic asset. But they can do better. With the right investment, they can deliver higher economic output and tax receipts for the Exchequer.
- The Great Western Cities support investment in the High Speed Rail network as it will bring huge benefits to the North and to the Midlands, and ultimately to UK plc. However, we need similar investment into regional and national connectivity infrastructure.
 - To better connect the Great Western Cities to each other
 - To connect the Great Western Cities to the UK economy
 - To connect the Great Western Cities to international markets
- The opportunity of the Severn Estuary is not being exploited. This is an economic, energy and environmental national asset, and we need an investment strategy which will help to unlock its potential.
- The Great Western Cities contain leading clusters in sectors such as financial and business services, creative industries, ICT, aerospace and energy.
- We want to develop an investment strategy for connectivity and energy which will guide national infrastructure investments in the Severn region for the next 20 years.

“ HIGHLY PRODUCTIVE— HIGH EARNINGS, HIGH VALUE ADDED AND HIGH LEVELS OF TAX RETURNS ”



THE GREAT WESTERN CITIES

This RSA City Growth Commission identified the 'Severn' region, including the Bristol-Cardiff city-regions, of the UK as one of 6 'power-house super city regions,' upon which the British economy will rely.

The region includes the major urban areas of Bristol, Cardiff and Newport.

“ 6 POWER-HOUSE SUPER CITY REGIONS ”



ECONOMIC OUTPUT (GVA)

The total economic output of the Bristol-Cardiff-Newport Region is just over £58bn, larger than any other major conurbation in the UK except London.

GVA by Urban Area

Region	£million	
	Total GVA 2013	Growth 2003-2013
Great Western Cities	58,221	41%
Greater Manchester	56,265	42%
West Midlands	55,686	33%
West Yorkshire	46,237	38%
Merseyside	27,002	33%
Northumberland and Tyne and Wear	26,594	39%
South Yorkshire	22,560	38%

Source: National Statistics ¹

“ THE TOTAL ECONOMIC OUTPUT OF THE BRISTOL-CARDIFF-NEWPORT REGION IS JUST OVER £58BN ”

¹Consists of the NUTS 3 areas of Bristol, City of, Bath and North East Somerset, North Somerset and South Gloucestershire, Central Valleys, Gwent Valleys, Princes Park, Neath Port Talbot, Monmouthshire and Newport, and Cardiff and Vale of Glamorgan.



EMPLOYMENT

In terms of employment, the Great Western Cities also deliver. The number of jobs offered by the region and the value of these jobs within key economic sectors makes the region crucial to the UK Economy.

- A total of 1.15m people are employed in the Bristol-Cardiff-Newport Region, with higher levels of productivity than the other urban areas outside of London and the South East².
- Over a quarter of a million people are employed in the Finance, business and IT sectors.
- Over 100,000 people are employed in the manufacturing sector.
- Overall, in employment terms, the area is second only to the West Midlands metropolitan area in size outside of London, but given higher levels of productivity, has a greater level of economic output.
- The area is also host to some of the most competitive and internationally prominent UK clusters in sectors such as aerospace, high technology, environmental, and creative industries.
- With natural resources such as the Severn tidal range, the area also has a grown cluster of businesses within the low carbon and environmental sector, and remains the leading global centre for marine technology.

“ OVER A QUARTER OF A MILLION PEOPLE ARE EMPLOYED IN THE FINANCE, BUSINESS AND IT SECTORS ”

²Measured as GVA / BRES total employment (2013)



SKILLS

Overall skills levels in the Great Western Cities are higher than all other regions of the UK, outside London. Combined with high rates of economic activity, it accounts for the higher than average output for the area.

Jan 2013-Dec 2013 - % with degree or equivalent and above - aged 16-64 (by Met County)

Area	Number	Jan 2013-Dec 2013
Great Western Cities	447,700	26.9
Greater Manchester (Met County)	415,200	24.3
West Yorkshire (Met County)	341,300	23.3
West Midlands (Met County)	322,900	19.5
South Yorkshire (Met County)	177,000	20.7
Merseyside (Met County)	164,900	19.5
Tyne and Wear (Met County)	161,100	21.8

Source: Annual Population Survey

“ BETWEEN THE TWO CITY REGIONS THERE IS A TOTAL OF OVER 150,000 HIGHER EDUCATION STUDENTS, AND ALMOST 35,000 POST-GRADUATE STUDENTS ”

One of the competitive strengths of the Great Western city-regions is higher education.

There is a total of over 150,000 higher education students, and almost 35,000 post-graduate students and area also has significant expertise in research.

Both Cardiff and Bristol University figure prominently in the recent REF results for 2014, both figuring prominently in the top ranking of UK universities. Their results are also boosted by the other universities in the area, all of whom deliver a significant volume of world leading research.



SKILLS

REF 2014 top 10 by Impact

Rank 2014	Institution	GPA
1	Institute of Cancer Research	3.87
2	London School of Hygiene and Tropical Medicine	3.74
3	Imperial College London	3.68
4	St. George's, University of London	3.64
5	Cardiff University	3.61
6	Liverpool School of Tropical Medicine	3.57
7	University College London	3.54
8	King's College London	3.52
9	University of Oxford	3.51
=10	University of Bristol	3.50
=10	London School of Economics	3.50

Source: Hefce; GPA (Grade Point Average) calculation by Times Higher Education

The potential of the University of South Wales should also be recognised. It is now the sixth largest campus university in Britain with over 33,000 students.

The Universities of Bath, Bristol, Cardiff and Exeter have also come together to form the Great Western Four. The GW4 builds on the significant number of existing bilateral, trilateral and quadrilateral academic partnerships, collaborations and joint ventures, bringing together the major research institutions of the West, with a joint turnover of over £1 billion, to form a critical mass of research and innovation.

The proximity of the universities has led to a number of partnerships, including the Severnside Alliance for Translational Research (SARTRE), which aims to accelerate the translation of medical research into new treatments and therapies to benefit patients and the Bristol-Cardiff Neuroscience Collaboration.

“ THE UNIVERSITIES OF BATH, BRISTOL, CARDIFF AND EXETER HAVE ALSO COME TOGETHER TO FORM THE GREAT WESTERN FOUR ”





UNEMPLOYMENT AND INACTIVITY

Whilst the area is potentially the most competitive area in the UK outside of London and the South East, it also – like many other regions – has a high proportion of its population classified as unemployed or inactivity. In total there are around 100,000 people across the functioning economic area who are unemployed, and almost 400,000 who are inactive.

Unemployment and Inactivity Jul 2013-Jun 2014

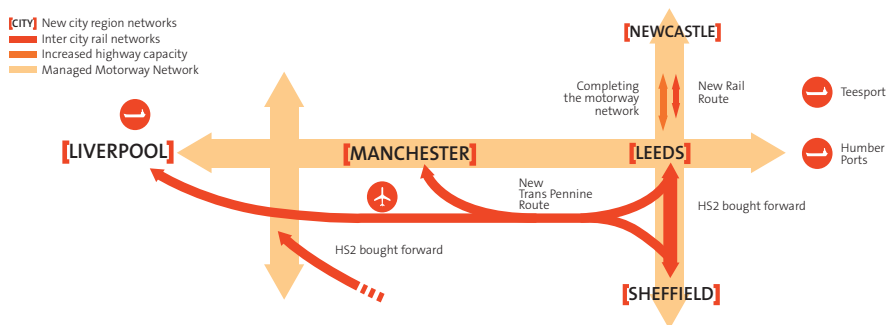
	Unemployment - aged 16-64		Economically inactive - aged 16-64	
	Number	%	Number	%
West Midlands	131,800	10.8	476,600	28.1
Greater Manchester	114,600	8.8	443,900	25.4
West Yorkshire	100,700	8.9	368,600	24.5
Great Western City Region	97,500	7.5	393,400	23.3
South Yorkshire	68,300	10.0	192,400	22.0
Merseyside	64,700	10.3	236,000	27.4
Tyne and Wear	52,400	9.4	195,500	26.0

Source: Annual Population Survey

“ IN TOTAL THERE ARE AROUND 100,000 PEOPLE ACROSS THE FUNCTIONING ECONOMIC AREA WHO ARE UNEMPLOYED ”



UK AND INTERNATIONAL COMPARATORS



ONE NORTH:

City Regions of Leeds, Liverpool, Manchester, Newcastle and Sheffield

Population: 15million

One North is a strategic proposition for transport in the North which identifies the priority strategic infrastructure investments needed to connect the city-regions of the North of England.

Linkages:

The One North report outlines the economic benefits of better connectivity and how this will strengthen the North's labour markets and improve business efficiency by:

- Stimulating business investment and innovation by supporting economies of scale and new ways of working
- Achieving agglomeration economies
- Enabling firms to access a larger labour supply and providing wider employment opportunities for workers and those seeking work
- Increasing competitiveness through access to new and larger markets with the benefits of increased labour market specialisation
- Reducing trading costs and using more efficient logistics networks
- Strengthening the existing comparative advantages of the North as a place to do business



UK AND INTERNATIONAL COMPARATORS

Perhaps the foremost example of cross-border city co-operation in Europe. The Oresund bridge links Copenhagen and Malmo . Population wise, Copenhagen dominates.

Linkages:

- A formal commission called Oresund Commission manages the link
- Opens Copenhagen airport and work up to Malmo residents. Copenhagen and Malmo ports combined
- 14,000 daily commutes across the bridge, opening up real commuter links
- 12 universities formed a consortium for mutual benefit

ORESUND:

Copenhagen, (Denmark),
Malmo (Sweden).

Population 3.8million



THE OPPORTUNITY

Taken together, the Great Western Cities of Bristol, Cardiff and Newport and their metropolitan areas make a major contribution to the UK economy. As the evidence demonstrates, outside of London it is a region that leads the way in terms of delivering economic output, employment opportunities and a critical mass of graduates for the UK as a whole.

It is therefore important that the region receives a level of investment that can accelerate the growth potential of the UK's most competitive region. This will allow employment growth in key sectors and a higher tax take for government.

“ IT IS A
REGION
THAT LEADS
THE WAY IN
TERMS OF
DELIVERING
ECONOMIC
OUTPUT ”



THE GREAT WESTERN PROPOSITION

Investment in transport connectivity and energy infrastructure will have a transformative impact on the Great Western region. We will therefore develop an investment strategy for connectivity and energy which will guide national infrastructure investments in the Severn region for the next 20 years.

1. CONNECTIVITY

The RSA's City Growth Commission made a compelling case for collaboration between geographically proximate cities, capitalising on agglomeration effects to deliver for the UK economy. Creating these 'powerhouse' super-city regions will require investment in connectivity that links cities with cities, with London and with international markets.

Better connectivity means improved journey time, reliability, better travel quality and shorter journeys. This will strengthen the Great Western economy by:

- Achieving agglomeration economies by bringing firms and their employees closer to business rivals and partners.
- Enabling firms to access a larger labour supply and providing wider employment opportunities for workers and those seeking work.

- Increasing competitiveness through access to new and larger markets with the benefits of increased labour market specialisation.
- Reducing trading costs and using more efficient logistics networks.
- Strengthening the existing comparative advantages of the West as a place to do business.

All these things will mean a more productive Great Western economy, which means higher wages, profits and tax receipts for the Exchequer.

“ BETTER
CONNECTIVITY
MEANS
IMPROVED
JOURNEY TIME,
RELIABILITY,
BETTER TRAVEL
QUALITY AND
SHORTER
JOURNEYS ”



CONNECTING THE GREAT WESTERN CITIES

In terms of train travel, Cardiff and Bristol are comparable to other cities of a similar distance.

Area	Driving Distance	Fastest Train Time
Liverpool / Manchester	54km	32 minutes
Copenhagen / Malmo	42km	34 minutes
Amsterdam / Rotterdam	75km	36 minutes
Antwerp / Brussels	45km	42 minutes
Bonn / Dusseldorf	71km	45 minutes
Cardiff/Bristol	69km	48 minutes
Manchester / Leeds	71km	49 minutes
Edinburgh / Glasgow	75km	55 minutes
Basel / Zurich	85km	53 minutes
Brighton / London	85km	53 minutes

“ THE REPORT ARGUES THAT CLOSER INTEGRATION BETWEEN THESE TWO CITIES COULD INCREASE WAGES BY 1.06%-2.7% ”

The One North proposal focuses on a new trans-Pennine route connecting Manchester and Leeds. The report argues that closer integration between these two cities (from a 20 minute reduction in journey time) could increase wages by 1.06%-2.7%, and would be worth £6.7bn across the whole of the North of England. Given the similarities in terms of distance and train times between Manchester-Leeds and Cardiff-Bristol, a similar reduction in journey times could be expected to generate a similarly positive impact in the West.



CONNECTING TO OTHER SUPER CITY REGIONS

Better inter-city transport links – to London and to other core cities - are of obvious benefit to cities in the UK. The Great Western Cities need to be connected in to the UK's High Speed Rail network, both directly to London and via a link in to the North-South line.

The Great Western Mainline is one of the UK's busiest rail corridors serving a population of around 5.3m in South West England, South Wales and the Thames Valley-Berkshire LEP area, with an economic output of well over £100bn. It is an essential economic lifeline for all of these regions. Network Rail's long term demand forecasts estimate that by 2036 long distance rail trips between London and Bristol could grow by 98%, and trips between London and Cardiff by 115%.

The £1.1bn electrification of the Great Western Mainline is now underway, and the proposals for a new line to connect to the Great Western Mainline to Heathrow are welcomed. These investments now need to be built upon.

High Speed 2 will dramatically reduce journey times between London and several UK core cities in the English East Midlands and the North of England³:

- The rail journey time between Leeds and Central London would be reduced to around 80 minutes;
- The journey between Leeds and Birmingham would take only 60 minutes;
- In comparison, the journey between Cardiff and London Paddington, even post electrification, will be 1 hour 45 minutes, whilst the journey time between Cardiff and Birmingham would remain at 2 hours.

Given the importance of connectivity to underpinning economic growth, the Great Western Cities cannot be left behind.

“ BY 2036 LONG DISTANCE RAIL TRIPS BETWEEN LONDON AND BRISTOL COULD GROW BY 98%, AND TRIPS BETWEEN LONDON AND CARDIFF BY 115% ”

³HS2 Ltd (2014) 'Rebalancing Britain, from HS2 towards a national transport strategy'



2. ENERGY - RELEASING THE POTENTIAL OF THE SEVERN

There are compelling reasons for local authorities – and especially cities - to address the energy agenda. Recent research on low carbon cities has shown that cost-neutral investments in reducing energy demand and shifting energy supply could deliver significant (40%) reductions in greenhouse gas emissions by 2020. This is in the context of some challenging national targets.

- The UK goal is an 80% reduction in greenhouse gas emissions by 2050
- The UK has a target to deliver 15% of UK energy from renewable sources by 2020.

This is a region with real credentials in the energy sector, with one of the UK's major energy assets – the Bristol Channel - Severn Estuary – remaining undeveloped.

The tidal range in the Severn Estuary is the second largest in the world and provides the largest potential of all the UK's estuaries for renewable electricity generation from tidal and wind power. The West of England has three of the world's leading tidal turbine manufactures, along with leading design, materials and professional services.

The possibilities of tidal and wind power offer significant opportunities for the Great Western Cities to strengthen their position as an internationally renowned marine technology cluster.

A memorandum of understanding is being prepared by local authorities bordering the Bristol Channel to collaborate in the development of marine energy, with Bristol, Cardiff and Newport playing a lead role. Local authority and LEP funds will create a fund for project feasibility and master planning studies for tidal lagoon, tidal stream and fence sites.

Given the scale of the region's ambition and the potential programme of projects and activities, there are considerable opportunities to pioneer ground-breaking technologies, infrastructure and innovative ways of working.

“ IN THE SUMMER OF 2013 BRISTOL CITY COUNCIL WAS ALSO AWARDED THE EUROPEAN GREEN CAPITAL AWARD FOR THE YEAR 2015 ”



ENERGY - RELEASING THE POTENTIAL OF THE SEVERN

The Bristol area has an estimated 300-plus companies in the environmental technologies sector (ETS), with significant clusters located in Avonmouth, the city centre and Clifton. Across the West of England, the total ETS employment is estimated at 13,600 jobs. Despite an uncertain economy, the global low carbon and environmental sector has seen steady and sustainable growth throughout the global recession, with the UK sector seeing a £5,920m (4.8%) increase in sales from 2010/11 to 2011/12⁴. The sector is forecast to continue to grow due to increased legislation, greater research and a general shift towards more sustainable modes of production, development and consumption.

In the summer of 2013 Bristol City Council was also awarded the European Green Capital award for the year 2015. This highly regarded award recognised Bristol's exceptional performance against a set of 12 technical measures of sustainability, as well as its ambition of leadership. Bristol City Council are also establishing a municipal energy company to drive forward city sustainability and smart-energy infrastructure.

Bristol is leading the way in the UK in sustainability matters. Bristol City Council, via the European Investment Bank grant-funded programme, aims to facilitate c£140m of energy generation/efficiency work.

Cardiff has developed an Energy Prospectus which has identified projects worth over £2bn. The prospectus covers a range of viable renewable technologies including solar, ground source heat, district heating network new build and retrofit, off shore wind, low carbon lighting and building retrofit, hydrogen to gas hydroelectricity generation alongside the larger potential tidal and marine energy source, with investment and delivery plans in progress.

“ THERE ARE CONSIDERABLE OPPORTUNITIES TO PIONEER GROUND-BREAKING TECHNOLOGIES, INFRASTRUCTURE AND INNOVATIVE WAYS OF WORKING ”



3. ECONOMY - RELEASING THE POTENTIAL OF THE GREAT WESTERN CITIES

The Great Western Cities represent the most skilled and productive urban area outside of London, boasting a workforce with a greater proportion of graduates than our competitors, and some leading clusters in sectors such as

financial and business services, creative industries, ICT, aerospace and energy. The area also has the best universities for research in the UK outside of London and Oxbridge.

Jan 2013-Dec 2013 - Population with degree or equivalent and above - aged 16-64		Total GVA 2013 (£m)	
Great Western Cities	447,700	Great Western Cities	58,221
Greater Manchester	415,200	Greater Manchester	56,265
West Yorkshire	341,300	West Midlands	55,686
West Midlands	322,900	West Yorkshire	46,237
South Yorkshire	177,000	Merseyside	27,002
Merseyside	164,900	Northumberland and Tyne and Wear	26,594
Tyne and Wear	161,100	South Yorkshire	22,560

Source: Annual Population Survey

Source: National Statistics⁵

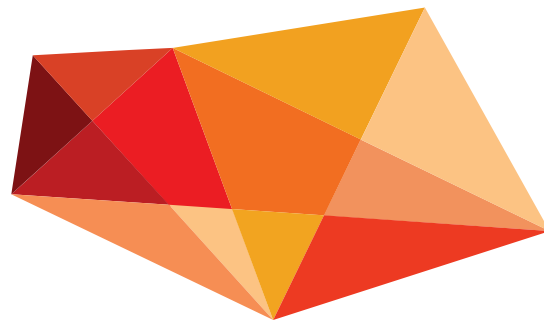
Through working together the Great Western Cities have the potential to become a globally significant destination for business, offering one of the most competitive locations in the UK, whilst still remaining cost competitive on the international level.

Working closer together will help to deliver a number of improved outcomes for the Great Western Cities – namely increased levels

of agglomeration will support further improvements in productivity, helping to support further growth in indigenous businesses. It will also enable the area to promote itself as a globally significant destination. Individually the three cities, whilst big in the regional and UK context, are not big hitters on the world stage. Together we have a bigger voice, and a bigger offer for global investors.

To build in this we will establish a joint international marketing programme and inward investment brand for the Great Western Cities.

⁵Consists of the NUTS 3 areas of Bristol, City of, Bath and North East Somerset, North Somerset and South Gloucestershire, Central Valleys, Gwent Valleys, Bridgend and Neath Port Talbot, Monmouthshire and Newport, and Cardiff and Vale of Glamorgan.



**GREAT
WESTERN
CITIES**

**DINASOEDD
MAWR Y
GORLLEWIN**



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CITY & COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

ECONOMY AND CULTURE SCRUTINY COMMITTEE

4 JUNE 2015

ECONOMY AND CULTURE SCRUTINY COMMITTEE DRAFT ANNUAL REPORT
2014/15

Reason for this Report

1. To seek Committee's approval for the draft Annual Report 2014/15 prior to its consideration by Full Council on 25 June 2015.

Background

2. The Cardiff Council Constitution requires all Scrutiny Committees to '*report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate*'.
3. A copy of the Economy and Culture Scrutiny Committee's draft Annual Report 2014/15 is attached at **Appendix A**. This report lists all items considered from June 2014 to May 2015, and highlights those topics where the Committee has had greatest impact.

Legal Implications

4. 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

5. There are no financial implications arising directly from this report.

RECOMMENDATION

The Committee is recommended to consider, if necessary amend, and approve the attached Economy and Culture Scrutiny Committee draft Annual Report 2014/15 for presentation to Council.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
28 May 2015

scrutiny



**A Report of the
Economy & Culture Scrutiny Committee**

Annual Report 2014 - 15

June 2015



The City and County of Cardiff Council

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DRAFT

COMMITTEE MEMBERSHIP



Councillor Craig Williams
(Chairperson)



Councillor Dilwar Ali



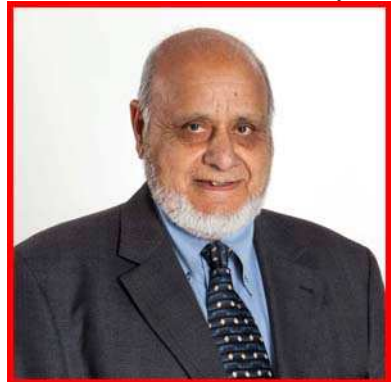
Councillor Gareth Aubrey



Councillor Ralph Cook



Councillor Nigel Howells



Councillor Mohammad Javed



Councillor Ed Stubbs



Councillor Christopher Weaver



Councillor Darren Williams

Former Committee Member

Councillor Siobhan Corria (until Aug 2014)

COMMITTEE TERMS OF REFERENCE

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration

The Committee is responsible for looking at the following areas:

- Cardiff Business Council
- Inward Investment and the marketing of Cardiff
- South East Wales Economic Forum
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

CHAIR'S FOREWORD

DRAFT



Councillor Craig Williams

Chairperson, Economy & Culture Scrutiny Committee
(May 2012 – May 2015)

2014-15 INTRODUCTION & OVERVIEW

The Economy and Culture Scrutiny Committee plays an important role in assessing service performance and informing policy development across a range of Council services. The Directorates predominantly covered by its terms of reference are Economic Development; Sport, Leisure & Culture; and Communities, Housing and Customer Services.

The 2014 – 15 work programme (found at **Appendix 1**) included items across several Cabinet Portfolio areas, notably those of Economic Development & Partnerships; Community, Development. Co-operatives & Social Enterprise: Environment; and Education & Skills.

This report presents the Committee's primary activities during 2014 -15 and, wherever possible, identifies the impact of the Committee's work upon the areas within its remit.

Between June 2014 and May 2015 the Committee has scrutinised a wide range of topics, which are listed below under a number of headings:

Inquiries – Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report or letter to the Cabinet.

- 'Cardiff Central Market and Historic Arcades'
- 'Alternative Delivery Models in Leisure and Culture'
- 'Cardiff Central Transport Hub'
- 'Cardiff's Maritime Heritage – the Economic Potential'

- Cabinet Response – 'Small Business'
- Cabinet Response – 'Higher Education Innovation in Cardiff'.

Policy Development and/or Review - Where the Committee has contributed to the Council's policy development processes, for example by considering draft policy

documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required.

- Directorate Delivery Plans
- Parks and Green Spaces Strategic Framework
- Future Provision of Library Services in Cardiff
- Cardiff Tourism Strategy
- Cardiff Contemporary Festival
- Cardiff International Sports Stadium
- Sports Development Joint Venture – Cardiff Metropolitan University
- Allotment Strategy
- Great Western Cities.

Pre-decision - Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

- Central Square Regeneration Scheme
- Cardiff Film Unit
- Chapter Arts Centre – Asset Transfer
- Roath Library.

Monitoring - Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed.

- Corporate Plan and Budget 2015/16
- Quarterly Performance Reports – Economic Development; Sport, Leisure & Culture; Community, Housing and Customer Services (Libraries and Adult Community Learning)
- Cardiff Business Council
- Welsh Public Library Standards
- Summer Reading Challenge

- Cardiff and Vale ACL Partnership – Estyn Monitoring Report
- Adult Community Learning – Cost Recovery Model
- European Capital of Sport 2014.

Briefing Papers

- Cardiff Economy and Labour Market
- Economic Development Team Activities.

Over the year the Scrutiny Committee held 11 committee meetings and wrote 32 (plus may comm) letters to the Cabinet, officers and external partners, sharing their comments/ recommendations and concerns following the scrutiny of items at committee meetings. The Committee also produced an in-depth task and finish report and wrote three letters to Cabinet Members as part of their inquiry work.

Members from this Committee also formed a sub-committee which, along with sub-committees from the Community and Adult Services and Policy Review and Performance Scrutiny Committees. This met in September 2014 to scrutinise community provision in Cardiff East, community hub proposals for the STAR area and the strategy for the future provision of community hubs.

The following pages highlight the Committee's activities during 2014 - 15 and identify the comments and recommendations made.

IN-DEPTH INQUIRIES

Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report or letter to the Cabinet.

Cardiff Central Market and Historic Arcades

In recognition of the importance the Economy and Culture Scrutiny Committee places on small businesses in Cardiff, the Committee has in recent years undertaken three in depth pieces of work focused on this area of the economy. Commencing as part of the Economy & Culture 2013-14 work programme, and being completed as part of the 2014-15 work programme, this Inquiry gave attention specifically to Cardiff Central Market and the historic arcades in the city centre. It built upon the findings of the 'Small Business' Inquiry published in January 2014 and the 'Higher Education Innovation in Cardiff' short scrutiny published in November 2013.

The Members volunteering to take part in this Inquiry were Councillors Craig Williams (Chair), Weaver, Phillips, Holden and Darren Williams. Subsequent to the Inquiry being initiated, Councillors Holden and Phillips resigned from Committee membership.

The terms of reference of the Inquiry were to:

- Understand the Council's role in running and supporting Central Market and the Arcades
- Understand the importance of Cardiff Central Market and the Arcades to the local economy
- Explore options for the future of Cardiff Central Market and the Arcades
- Review good practice from other Local Authorities in their support and promotion of Markets and Arcades
- Review public opinion and awareness of Cardiff Central Market and Arcades
- Understand the views of market stall owners and arcade store owners

- Understand the implications of a potential Business Improvement District proposed for Cardiff and the impact this will have for Central Market and the Arcades.



Cllr Williams meets Arcade and Market traders to capture views and opinions during the Inquiry

The Inquiry received evidence from a range of sources, including representatives of Cardiff Metropolitan University, Cardiff Central Market Traders Association, Ashdown Phillips, Curzon Real Estate, Cardiff Council, Rules of Play, the National Association of British Market Authorities and Wrexham Council.

A public perception survey was also undertaken by the Scrutiny Research Team, with almost 2,000 members of the public providing their views, and each market stall holder and arcade shop owner given the opportunity to give their opinions.

The report for this Inquiry was received at the December 2014 Cabinet meeting and made 17 recommendations. These recommendations focussed on the Council developing a vision, business plan and performance framework for Cardiff Central Market, aimed at resolving ongoing disputes, increasing dialogue with traders, addressing maintenance issues and working practices within the market. The Inquiry recommendations also looked to resolve perceived footfall issues near the castle, review information on way finders and explore the potential to support a local currency.

A Cabinet response to this Inquiry report was published in April 2015, and is due to be presented to Committee at its June 2015 meeting). All but one of the recommendations made to Cabinet were accepted or partially accepted, and progress has been made addressing a number of the issues raised.

Alternative Delivery Models in Leisure and Culture

Last year, as part of the 2013-14 Work Programme the Committee undertook an in-depth piece of work reviewing the approach of the Council in exploring future management options for the Council's leisure centres, the New Theatre and St David's Hall. The Committee supported the decision to commence the procurement process of one or more management partner organisations.

In November 2014 Members again considered this procurement exercise in a Task & Finish inquiry meeting. Members' views were sought by the Director – Sport, Leisure and Culture on the evaluation principles that were being written into the specifications of any contract award. Members were also to be updated on the reasoning behind the decision to push ahead with the sporting venues procurement and delay the procurement for arts venues.

Following this meeting, Members wrote to the Cabinet Member – Community Development, Co-operatives & Social Enterprise, to raise the following points:

- Members welcome the aspiration to achieve a net zero subsidy, but would not insist that this result is achieved if suitably attractive bids are received that do not provide a net zero subsidy position for the Council.
- Members welcomed the focus being placed on the achievement of desired outcomes when evaluating the bids received, rather than the Council being overly prescriptive with the specifications that bidders must satisfy. Members felt this approach will enable innovation from the market and allow bidders to outline new opportunities and options for service delivery.
- Members welcome the Lot allocation, with three single facility Lots providing the opportunity for smaller operators/organisations to participate in the procurement, which would not been possible had the Council gone with fewer, larger Lots, while at the same time retaining a more substantial Lot that will be attractive to larger organisations.
- Members are pleased in-house service provision is being used as a benchmark throughout the process, and welcome the fact that the Council's provision of services is still being driven to reduce costs and improve quality of

service. Members were keen to stress that they would welcome the retention of the service if the Council's service provision is found to compete with the options provided by the wider market.

- Members expect social objectives, such as such as the payment of the living wage to staff, reduced charges for Children who are Looked After and increased access for disadvantaged customers, to be considered and explored with bidders as the procurement process progresses.
- Members reiterated a point made in May 2014 - that working with a partner organisation driven by social goals (such as a trust, charity or social enterprise) would be the Committee's preferred option. They felt that this approach would provide a natural role for Elected Members and the Local Authority to contribute to the running of facilities, and feel these organisations would better address the social elements of the services provided in Leisure and Cultural facilities

At the May 2015 Committee Meeting, Members were informed by the Director for Sport, Leisure and Culture that the competitive dialogue process for the Leisure facilities procurement was progressing well. As agreed by the Chair of the Inquiry, Members will be sent the leisure centre management specifications for their input, prior to them being implemented within the procurement process.

Cardiff Central Transport Hub

At the Committee's 2014-15 work programming forum meeting, the Leader updated Members on next steps for the regeneration of Central Square, including arrangements for taking forward the City's Transportation Hub. He requested the assistance of the Committee (possibly in partnership with Environmental Scrutiny Committee) in helping assess options for the location of the bus interchange, and in managing related issues including the short term disruption likely to ensue during the demolition and re-build period. The Chair of the Environmental Scrutiny Committee affirmed his Committee's interest in the piece of work, and due to his Committee's other commitments proposed the Economy and Culture Scrutiny Committee would take the lead organising role.

Given the tight timescales prior to a Cabinet decision it was deemed unlikely that Scrutiny could provide the full rigour of a task and finish Inquiry within the time available. As such, it was agreed that a series of individual meetings would be arranged, with letters and recommendations submitted following each meeting.

The first meeting considered the public consultation that had been carried out with regard to the location and facilities within the new bus station. The Chair subsequently wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Note concerns in relation to the range of stakeholders involved in informing the Cabinet decision, the viability of both proposed locations for the new bus station, and the impact the changes will have on journey times in the city.
- Query the number of people living outside of Cardiff who have completed the consultation. It was felt their point of view would be lost or overwhelmed by the responses from those who live within the city, and that they may have different priorities from residents. Members requested that further analysis was undertaken, extracting and analysing responses solely from individuals who do not live in the city.

The response received from the Cabinet Member assured Committee that the survey was targeted to people outside Cardiff. Anyone with access to the internet worldwide could access and fill in the survey and the media coverage publicised this. A cross

sample comparing responses from Cardiff residents and respondents from outside Cardiff was carried out and did not provide evidence of any significant difference of opinion amongst residents and non-residents, and that the results previously reported hold true.

Based on the additional information the Cabinet Member provided, Members of the Inquiry accepted the position given in the letter.

The second meeting of the Inquiry was undertaken to test the merits of the December Cabinet report which outlined the closure of the current bus station and proposed the location and footprint of the new facility. Following the meeting Members wrote to the Cabinet Member to state:

- They could not escape the feeling that the plans for a new bus station had been development-led rather than led by transport priorities. Rather than designing the new facilities around the priorities for the transport network in the city, it appears the Council has prioritised the development of Central Square and the new bus station has been left to fit around the remaining space. The fact that Cardiff will be without a central bus facility for approximately two and a half years was indicative that this solution has not been driven by transport priorities.
- Concerns with regard to the footprint allocated to the new bus interchange, and the capacity this leaves for adequate numbers of bus stands. Members were disappointed that the Council is making do with an area of land and exploring how best to fit a bus station into it, rather than dictating the land requirements for a world-class bus interchange.
- Members felt that plans had not been future proofed, and were concerned that this facility will not be able to meet increased demand, particularly in light of population growth estimates for the city and the emphasis the Council places on encouraging the public to use public transport rather than private cars

The response received from the Cabinet Member stated that:

- The Council is committed to providing a new modern bus interchange that improves the experience for bus users and bus operators. The Council wants to put in place a facility that significantly improves operator efficiency, passenger safety and passenger security.
- The Master Plan for the much needed regeneration of Central Square has been designed around the potential to deliver a bus interchange solution on the NCP Car Park / Marland House site if a site north of the station was ultimately chosen as the preferred location for a new bus interchange.
- Officers can reassure Scrutiny that as the detail design of the bus station progresses, the maximum benefits for both bus operators and passengers will be paramount to the final plan. Traffic modelling for the bus station will test an increase in growth of bus usage and look to cater for the predicted increase as part of the detail design. One of the design requirements for the new facility was the ability to accommodate existing bus demand plus 15% growth in normal services.

A third meeting of this Inquiry took place in May 2015, where Members considered the design principles and brief for the bus station that has been provided to architects and scrutinised the interim arrangements that are proposed for the period while the central bus terminal is closed and how these arrangements will be communicated to bus users and the public. Following this meeting Members wrote to the Cabinet Member to raise the following points:

- **Insert following approval of letter**

The Cardiff Central Transport Hub Inquiry will continue into the 2015/16 work programme as Members will scrutinise the chosen design for the Integrated Transport Hub, seek stakeholders' views on the internal priorities for the station and provide the Cabinet Member with recommended facilities and features within it.

Cardiff's Maritime Heritage – The Economic Potential

In May 2015 the Committee commenced an Inquiry looking at Cardiff's Maritime Heritage and the buildings in the Cardiff Bay area that could be utilised for Economic regeneration.

The Terms of Reference for this inquiry are:

- Gain an understanding of Cardiff's Maritime Heritage and the buildings that are important;
- Understand what the 'Cardiff Bay' area is in relation to Maritime Heritage
- Understand the role and responsibility of Cardiff Council in relation to protection and rebuilding;
- Understand Councils approach to restoring and preserving historic buildings
- Explore options for the future of Cardiff's Maritime Heritage;
- Buildings and how they can be used for economic benefit and regeneration;
- Review good practice from other Local Authorities in relation to preserving and restoring Heritage Buildings.

At the first meeting Members ... Insert once first meeting is undertaken

It is anticipated that this inquiry will be completed in September 2015, with recommendations being submitted to the Council's Cabinet following its approval.

Where the Committee has contributed to the Council's policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required.

Committee was pleased to have been asked to provide cross party Member feedback to support areas of economic and cultural policy being developed by Cabinet Members and service directorates.

6 November 2014: Parks and Green Spaces Strategic Framework

Reviewing the Strategic Framework developed for the management and development of the parks and green spaces within Cardiff. Members were keen to recommend increased Member involvement in the 'Land Rationalisation' work stream, given its potential to be highly emotive to local residents, and questioned whether wider opportunities to work with other services, were effectively captured within each work stream.

4 December 2014 & 8 January 2015: Future Provision of Library Services in Cardiff

The 2015/16 Budget Proposals public consultation included an options paper titled 'Future Provision of Libraries Services in Cardiff' which the Committee reviewed in December. Members questioned whether the 'Stepping Up' toolkit went far enough in assisting organisations who may be interested in taking over the running of a library, and also questioned whether demand for e-books was a genuine driver for change given the tiny proportion of books loaned in this format.

Members revisited the future provision of Library Services in January, where a public consultation item allowed interested groups and stakeholders to present their views. Members heard representations regarding Whitchurch, Rhiwbina and Radyr libraries, and the proposals more generally. The Committee wrote to the Cabinet Member to raise the following points:

- concern that these proposals could result in the loss of important community 'hubs'.
- reflection that a number of the libraries proposed for removal of Council funding are in fact some of the most well used libraries in Cardiff.
- fear that the northern half of the city could be left with limited access to Library services.
- feel that the time and money simply isn't available for community groups to come forward with suitable alternative operating models for the libraries, and question whether it is realistic to expect community or friends groups to have the knowledge, skills and access to finance that will be required to take over a library.
- question whether the relatively small levels of savings to be achieved through these proposals were worth the significant public feedback created and the potential loss of important community facilities.

8 January 2015: Cardiff Tourism Strategy

The Committee was given the opportunity to shape the priorities of the Tourism & Heritage Strategy for Cardiff which was being developed. Members supported the drive to develop signature events or unique attractions for Cardiff rather than relying on major stadium based events. Members also recommended the strategy focus on partnership working with organisations like CADW and that the tourist 'City Card' be developed in line with the existing 'Iff' card.

2 April 2015: Cardiff Contemporary Festival

Members received an overview of Cardiff Contemporary Festival 2014 and explored the plans for the Council's ongoing support for this event. The Committee felt the event was a clear success but raised the fact that it was hard to fully evaluate without a robust Economic Impact Assessment being undertaken. Members

welcomed the Council's continued support for this festival and recommended a review of the funding sources, business models and governance structures of other larger contemporary art festivals in the UK.

2 April 2015: Cardiff International Sports Stadium

A review of the decision to remove CISS from the Leisure Facilities procurement exercise and lease the Stadium and grounds to Cardiff and Vale College. Members welcomed the speed with which this asset transfer had been agreed – given the delays seen in transferring Community Centres, and welcomed clear evidence of stakeholder engagement and involvement.

14 May 2015: Sports Development Joint Venture – Cardiff Metropolitan University

Members undertook a review of the joint venture agreement between Cardiff Council and Cardiff Metropolitan University for sports development in Cardiff. The Committee was positive about this agreement in terms of safeguarding jobs, adopting a neighbourhood management approach and the feedback given by Sport Wales.

4 June 2015: Allotment Strategy

Insert following consideration of this item

4 June 2015: Great Western Cities

Insert following consideration of this item

4 June 2015: Directorate Delivery Plans

Insert following consideration of this item

At the end of each of the above policy development meetings, Members wrote to the appropriate Cabinet Member with their observations, comments and recommendations to boost the performance, accessibility and efficiency of these services. Cabinet Members considered the ideas, and wrote back to indicate which of the ideas they would be able to adopt. Any readers interested in finding out more are welcome to contact Scrutiny Services for further information.

PRE DECISION SCRUTINY

Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

5 June 2014: Central Square Regeneration Scheme

Members received a presentation outlining the proposed next steps with the regeneration of Central Square, including the BBC site and Integrated Transport Hub. The Committee raised a number of issues around potential disruption, access to information on route changes and connectivity with the proposed Metro system. These points have been picked up within the Integrated Transport Hub Inquiry detailed previously.

6 November 2014: Cardiff Film Unit

Members considered, and subsequently supported the proposals taken to Cabinet to continue to provide a Cardiff Film Unit, moving towards a model that reflects annual forecasts of expected income. Members noted that this is a good example of where the Corporate Initiatives Fund could be effectively used, if it were not already fully allocated.

6 November 2014: Chapter Arts Centre – Asset Transfer

The Committee received an overview of the proposal to grant Chapter Arts Centre a 125 year lease with peppercorn rent. Members welcomed the positive impact Chapter has had in the community and supported the proposals, following evidence of a comprehensive economic impact assessment that demonstrated the benefits to the city.

2 April 2015: Cardiff Tourism Strategy and Action Plan

Members requested that the Tourism Strategy came back to Committee following the policy development item that was undertaken in January 2015. Members welcomed its ambitious approach, underpinned by the aspiration to double the value of overnight tourism by 2020 and welcomed the Cardiff Visitor Card which was been launched. Members recommended that the use of a '.wales' domain name was given due consideration going forwards.

Any readers interested in learning more about the feedback provided by Committee are welcome to contact Scrutiny Services for further information.

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At its February 2015 meeting the Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2015 – 16.

Members reemphasized concerns they had previously raised on the proposals for the future of library services, namely;

- a number of the libraries proposed to have Council funding removed were in fact some of the best-used libraries in Cardiff.
- whether it was realistic to expect community or friends groups to have the knowledge, skills and access to finance that will be required to take over the running of libraries.
- Committee considers Libraries to be one of the core services provided by local authorities, and would have major reservations about proposals which may result in Libraries across the city closing.

The Committee also raised concerns that the development of a City Centre Superhub within Central Library would detract from the identity of Central Library and feel that this building and service must continue to be recognised as a Library that contains additional services, rather than the Library services on offer being deprioritised.

The Cabinet Member – Community Development, Co-Operatives and Social Enterprise, wrote to the Committee to indicate that its comments, along with the public response to the budget consultation resulted in the removal of the proposed £283,000 saving from libraries for 2015/16 and an amended strategy was developed.

Members welcomed the ambition for the Economic Development Directorate to reach a position where it is self financed, and welcome the range of initiatives and funding mechanisms that are being explored in order to achieve this.

Members were also reassured by the confident assertion that Cardiff Business Council will be able to bear a reduced revenue budget allocation from the Council. The Committee made clear that this is a situation they will continue to monitor going forwards.

PERFORMANCE MONITORING

Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed. Committee asked to monitor budgetary and service performance of various aspects of service delivery falling within Committee's terms of reference during the year.

Quarterly Performance Reports

Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion which should help to drive improvement of the services provided. This Committee has reviewed performance of the following Directorates each quarter – Economic Development (ECD); Sport, Leisure and Culture (SLC); Communities, Housing and Customer Services (Libraries and Adult Community Learning elements) [CHC].

Below is a summary of the key areas picked up through performance monitoring quarterly reports (the relevant directorate is notes in brackets):

- Members challenged the appropriateness of indicators across all directorates reviewed as they appear to be easily achieved and rarely reported anything other than green. Members feel challenging targets will drive improved performance.
- Progress with the Business Improvement district (ECD).
- Progress with the Coal Exchange (ECD).
- Cardiff Business Council funding arrangements and membership targets (ECD).
- Roath Library closure (CHC).
- Income opportunities in Libraries (CHC).
- Sickness absence rates (SLC).
- Achievement of savings through Alternative Delivery Model exercise for Leisure and Culture venues (SLC).
- Delays in asset transfer of community halls (SLC).

2 October 2014: Cardiff Business Council

Members met with the Chairman of Cardiff Business Council and the Leader to review the achievements of the Cardiff Business Council in its first year and the plans going forwards. The Committee welcomed this as a good example of public private partnership and noted good progress against the first year objectives. They also raised concerns that the membership target would be missed by a long way.

4 December 2014: Welsh Public Library Standards

CyMAL's evaluation of Cardiff's performance for 2013/14 showed that the Council is currently meeting the requirements of seven of the nine Welsh Public Library Standards, and partially achieving the remaining two. Members were pleased with this performance but raised concerns that proposed changes to the Library Service in Cardiff would be damaging to future performance.

14 May 2015: Cardiff and Vale ACL Partnership – Estyn Monitoring Report

In January 2013 Her Majesty's Inspectorate for Education Estyn provided an "Inadequate" rating for the Cardiff Community Learning Network. A monitoring visit was undertaken by Estyn in January 2015, and Members heard that strong or very good progress has been made against each Estyn recommendations. As a result, Cardiff and Vale Adult Community Learning Partnership has been removed from any further follow-up activity.

14 May 2015: Summer Reading Challenge

Given the Committee's interest in Libraries around the budget setting period, Members agreed to monitor performance of the Summer Reading Challenge (despite crossover with the Children & Young People Scrutiny Committee terms of reference). Members noted significant improvements in performance in the 2013 and 2014 results and welcomed the challenging targets set for 2015.

14 May 2015: Adult Community Learning – Cost Recovery Model

For the 2014/15 academic year, a new 'Learning for Life' cost recovery programme was established for non priority learners, a provision which isn't eligible for Welsh Government grant funding. Members were pleased to be informed that the service is achieving a break even position and that enrolment numbers have not been hit by the changes.

14 May 2015: European Capital of Sport 2014

The Committee received a review of Cardiff's year as European Capital of Sport 2014. Members were informed that this helped create new relationships with local sports clubs and media, played a crucial role in securing the World Half Marathon 2016 for Cardiff and has seen an increase in women's and girls participation in sport.

Members hope that the verbal and written feedback they provided the officers and Cabinet Members during these monitoring sessions will be of benefit in optimising service provision in the future. Any readers interested in finding out more about this are welcome to contact Scrutiny Services for further information.

Where Committee seeks understanding of a particular topic to improve their future scrutiny of that topic.

4 September 2014: Cardiff Economy and Labour Market

Committee received the Cardiff Economy and Labour Market for January to June 2014. The report provided statistical data to examine Cardiff's economy and labour market, as well as providing comparisons with the national picture. It included sections on unemployment, economic activity, employment, earnings, commuting patterns, Gross Value Added (GVA), active enterprises, qualifications and commercial planning permissions.

2 October 2014: Economic Development Team Activities

Committee received an update from the Council's Economic Development Team, which sits within the Economic Development Directorate. It is responsible for attracting, supporting and retaining businesses within Cardiff and for generating inward investment in the city. Members wrote to the leader to note they were encouraged to hear about the positive performance of Cardiff across the range of indicators.

2015/16 WORK PROGRAMME

Work is currently underway to draw together issues for the new Committee to consider as possible items in the Committee's 2015/16 work programme. A draft work programme will be developed and brought to Committee for approval. The Committee would welcome suggestions for scrutiny items from other Members.

Over the course of its deliberations this year, the Committee has highlighted a number of items for consideration that have either not been possible to include within the 2014/15 work programme or have been recommended as follow up from items considered during the year. It is recommended that the following items be considered as candidates for inclusion in the Committee's 2015-16 work programme:

- Major Events Strategy
- Cardiff Bay Development Strategy
- Cardiff Brand.

Items identified during the year that could merit consideration as part of the 2015 – 16 work programme:

- Multipurpose Arena
- Cardiff Business Council (review)
- Business Improvement District
- Flat Holm Island partnership
- Cardiff Heritage Trust
- Civic Centre Master plan (Cardiff University)
- City Deal.

Cabinet responses to Committee's Inquiry Reports

- Alternative Operating Models in Leisure and Cultural Venues
- Cardiff Central Market and Historic Arcades
- Integrated Transport Hub
- Cardiff's Maritime Heritage – the Economic Potential.

Scrutiny Work Streams	4 Sept (CR4)	2 October (CR4)	6 November (CR4)	4 December (CR1)	8 January (CR4)	Budget meeting 5 February (CR4)	5 March (CR4)	2 April (CR4)	14 May (Digi Suite)	4 June (CR4)
Corporate and Strategic Development		Labour Market Initiatives	Chapter Arts Centre	Central Library?	Tourism Strategy	Budget and Corporate Plan		Tourism Strategy	Sports Development Joint Venture	Great Western Cities / City Deal
		Cardiff Business Council	Cardiff Film Unit					Cardiff Contemporary	European Capital of Sport	
				Welsh Public Library Standards					Summer Reading Challenge	
Re-shaping Services			Parks and Green Spaces Strategic Framework	Rumney Library Petition				Cardiff International Sport Stadium	Roath Library	Allotment Strategy
Performance and Improvement	Q1 Budget and Performance Report	Econ Dev - Q1 Budget and Perf Report		Q2 Budget and Performance Report	Budget Consultation Item		Q3 Budget and Performance Report		Q4 Budget and Performance Report	Directorate Delivery Plans
									Cost Recovery Model - non priority A CL	
									Cardiff and Vale A CL Partnership - ESTYN	
Governance								Scrutiny Improvement Project		Committee's Annual Report for 2014/15
Improvement Reviews		Markets and Arcades Draft Report			Small Bus Cabinet Response					
					Innovation Cabinet Response					
Committee Business Items	Committee Work Programming					Committee Work Programme Update				
	Correspondence		Correspondence		Correspondence			Correspondence		Correspondence
Committee Improvement Inquiries								Heritage Buildings	Heritage Buildings	Heritage Buildings
			ADM - Specs and Evaluation	ADM - Specs and Evaluation					ADM - Specs and Evaluation	ADM - Specs and Evaluation
				Integrated Transportation Hub	Integrated Transportation Hub				Integrated Transportation Hub	Integrated Transportation Hub
	Corporate			Sport, Leisure and Culture						
	Economic Development			Communities						

Appendix 1 Work Programme 2014 - 15

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**CITY & COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD**

ECONOMY AND CULTURE SCRUTINY COMMITTEE

4 JUNE 2015

WORK PROGRAMME 2015/16

Purpose of Report

1. The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). The Committee is now tasked with constructing a work programme for the year ahead that ensures the time available to the Committee is used most effectively, by considering items in a timely fashion that maximise the impact of scrutiny.
2. The purpose of this report is to invite Members to consider the approach they would like to take to setting the work programme for the municipal year 2015-16.

Background

3. This Committee's terms of reference give the Committee responsibility for scrutinising, measuring and actively promoting improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration, including:

- Cardiff Business Council
- Inward Investment and the marketing of Cardiff
- South East Wales Economic Forum
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects

- Cardiff Harbour Authority
- Lifelong Learning
- Local Training & Enterprise
- Innovation & Technology Centres

4. In addition, the Committee has responsibility to:

- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non governmental bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

5. It is anticipated that the exact dates of Committee meetings will be confirmed at Full Council on 18 June 2015. Normally, Committee meetings are scheduled for each month, apart from August, meaning that there are eleven scheduled meetings. The holding of the National Assembly elections in May 2016 will mean that most Council meetings in April will be suspended. This Committee's April 2016 meeting is likely to be pencilled in, but will only be held if urgent Committee business needs to be transacted at that time.

6. Members may also decide to hold task group meetings, where several Committee Members take on the work of scrutinising a specific area in-depth, on behalf of the whole Committee, with their report then considered by the whole Committee prior to approval.

Developing a work programme

7. The work programme is normally constructed at the beginning of the municipal year but can be updated during the year. There are many scrutiny approaches open to the Committee when constructing its work programme, including:

- a. **Policy Review & Development** – where the Committee contributes to the development of policy by scrutinising and making recommendations on proposals.
 - b. **Pre decision** - Where the Committee has evaluated and commented on proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.
 - c. **Inquiries** – where the Committee examines a clearly defined topic using a planned task group approach over a set period of time, resulting in a clear set of key findings and recommendations.
 - d. **Performance Review** – where the Committee regularly analyses key performance data from the service areas within its' remit in order to: highlight good performance; identify poor performance; examine trends over time; benchmark against other authorities; investigate management actions and examine the impact that initiatives and changes in resources have on performance and service delivery.
 - e. **Monitoring Reports** - Where the Committee undertakes monitoring of the Council's performance and progress in implementing actions previously agreed.
 - f. **Call In** – the Council's constitution allows for any Member to call-in a Cabinet decision prior to implementation. The Call-In period is set at seven working days after the publication of the decision on the Council's intranet site. For a decision to be valid for Call-In it has to comply with criteria and parameters set out in the constitution. A Scrutiny Committee may recommend that a decision be reconsidered.
8. Within the above approaches, Members can choose various methods of scrutiny and evidence gathering. Members can hear from relevant Cabinet Members and internal officers as well as external witnesses such as external inspectors, statutory partners, third sector organisations, service user representatives, and other relevant stakeholders. Members can choose to hear items at Committee, where all Committee Members have the opportunity to scrutinise the issues, and this can either be as a one-off item or as a series of items over time, focusing on the same topic, for example scrutinising policy development, undertaking pre-decision scrutiny of the proposed policy and scrutinising the impact of the

implementation of the policy. Members can also choose to consider items via short or long term task group inquiries.

9. Scrutiny Committees therefore have the opportunity to input into the development of policies and strategies, comment on operational and service delivery issues, identify potential improvements and savings, highlight good practice and reflect the voice and concerns of the public. However, given the range of subject areas covered by each Committee, Committee Members have to prioritise items. Normally, Members prioritise items where scrutiny can have most impact, so that the time and resources available to the Committee are most effectively used.
10. Over the years, Scrutiny Services has developed various tools that Members can use to assist them to develop and prioritise a work programme. The first stage is to identify potential work programme items for consideration and prioritisation by Committee Members by: seeking suggestions from Members and stakeholders; reviewing the items recommended by the previous Committee; reviewing corporate documents, forthcoming legislation, the work programmes of relevant auditors, inspectors and regulators and partnership, consortia and regional documents; and checking other relevant documentation to identify areas within the terms of reference for the Committee.
11. Following the preparation of a list of potential items, Committee Members will need to prioritise the items. A mechanism that has consistently been used by Cardiff Council Scrutiny Committees is known as PICK, which stands for:
 - Public Interest
 - Impact
 - Council Performance and
 - Keeping in context.
12. By using the PICK mechanism, Committee Members can be assured that they prioritise areas where Scrutiny can have most impact, that are of importance to the public, that will help to deliver improved performance and that are not being investigated by other routes.

13. When Committee Members decide to prioritise an area of task group inquiry, Scrutiny Services will work with them and other stakeholders to complete a scoping report that defines: the terms of reference for the inquiry; proposed timescales; involvement of other agencies; major constraints and resource issues; and the critical success factors that can be used to judge the success of the scrutiny exercise. This report is then brought to the whole Committee to discuss, amend as necessary and approve.

Way Forward

14. Members may wish to explore the best approach to developing the 2015/16 work programme, including agreeing the approach to take to generate the initial list of items and to prioritise items. In previous years Members have used a number of methods to consider options for the work programme and prioritise topics for consideration, this includes a work programming forum in private, a work programming forum during a Committee Meeting, and a 'speed dating' session with officers and stakeholders. The forum's proposals are then presented to Committee for formal approval of the work programme.

15. Members may wish to raise particular issues of interest for inclusion in the Committee's work programming forum discussions.

Legal 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 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

17. 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

The Committee is recommended to:

- i. Discuss and agree the approach to developing the Committee's work programme for 2015-16, so that a final version of the programme can be brought back to the Committee for formal approval.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

29 May 2015

CITY & COUNTY OF CARDIFF COUNCIL
CYNGOR DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE

4 JUNE 2015

CORRESPONDENCE – INFORMATION REPORT

Background

1. Following Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The letter usually asks for a response from the Cabinet Member to any recommendations made and sometimes requests further information.

Issues

2. A copy of the Correspondence Monitoring Sheet detailing the Committee's correspondence and those responses received is attached at **Appendix A**. This document outlines the key points raised within recent Chair's letters and a summary of any replies submitted to the Committee. Also attached to this report are full copies of recent correspondence.

Committee Meeting Correspondence

5 March 2015 meeting

3. Replies have been received to a number of letters written by the Committee following the March meeting.
 - Cllr Bradbury – reply received 31 March 2015 (**Appendix B**). The response addresses Roath Library and plans for neighbourhood librarians
 - Cllr Bradbury & Cllr Derbyshire – reply received 14 April 2015 (**Appendix C**). The response addresses the points Committee raised

around sickness absence, PPDR compliance and community asset transfers.

- Section 151 officer – reply received 1 April 2015 (**Appendix D**). The response addresses the Committee concerns around the income target for the Mansion House.
- Leader – reply received 28 April 2015 with additional supporting information (**Appendix E1 and E2**). The response addresses Cardiff Business Council, the Coal Exchange and the Business Improvement District.

2 April 2015

4. At this meeting the Committee considered the following items, with letters written to the relevant Cabinet Members and stakeholders:
 - Cardiff Tourism Strategy and Action Plan – The Leader, Cllr Bale (**Appendix F**)
 - Cardiff Contemporary Festival – Cllr Bradbury (**Appendix G**)
 - Cardiff International Sports Stadium – Cllr Bradbury (**Appendix G**) and Mark Roberts – Cardiff and Vale College (**Appendix H**)
 - Improving Scrutiny Project – Cllr De’ath (**Appendix I**)

Legal Implications

5. 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

6. 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

7. The Committee is recommended to note the content of the letters attached to this report and decide whether it wishes to take any further actions, or request any further information.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

29 May 2015

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Committee date	Recipient & Committee item	Comments/information requested	Response date	Response	Further Actions
5 FEB 2015	Leader Draft Corporate Plan 2015-17 and Budget Proposals 2015/16	pleased to hear the ambition for the Economic Development Directorate to reach a position where it is self financed, and we welcome the range of initiatives and funding mechanisms that are being explored in order to achieve this - Committee is concerned to hear that some of the city's larger businesses have still to sign up as members of Cardiff Business Council. The Committee requests that more information on the approaches being taken to get these businesses on board. - concerned that while plans for an arena and convention centre have been expressed for some time, they still lack detail and appear somewhat vague. - Members expressed concerns that the 'Great Western Cities' plans would seemingly conflict with the Capital City Region plans. Committee look forward to the upcoming announcement from the City Region in respect of this, and look forward to scrutinising this arrangement in the future.			
5 MAR 2015	Leader Economic Development Q3 Performance	- welcomes the news that the proposed Business Improvement District (BID) is being progressed via internal sources of funding and that a partner has been appointed to help assist the Council in carrying out the necessary work to progress a BID for Cardiff - requested a clear position from you on the current and future support to be provided to Cardiff Business Council by the City of Cardiff Council. - requested a one page briefing note on recent progress and anticipated future milestones in relation to the Coal Exchange - welcomed the suggestion you made with regard to reviewing the performance indicators used by other local authorities within the Core Cities Network, and exploring whether these could be adopted for Cardiff Council	28 APR 2015	- confirmed reduction in CBC budget by £160,000 - coal exchange update provided - confirmed BID consultant has been appointed	
5 MAR 2015	Clir Bradbury Communities Q3 Performance	- requested a one page briefing note on the funding for these posts and the plans for Neighbourhood Librarians - requested a briefing note is provided to us in the meantime, setting out the current position for Roath Library and an overview of the work required and imbalances involved	31 MAR 2015	- Roath Library requires substantial investment. A paper on its future will be taken in May - confirmed the aim for Librarian services is to have a qualified neighbourhood development librarian in each of the 6 Neighbourhood Partnership Area, the funding for these posts can only be made available when changes are made to libraries in those area	Schedule predecision item
5 MAR 2015	Clir Bradbury Sport Leisure & Culture Q3 Performance	- sickness absence remains a concern for the Committee, with this Directorate reporting one of the highest levels in the Council. The Committee is content with the approach being taken to explore and understand the reasons behind this high level of sickness absence and looks forward to hearing more about the staff questionnaire that is to be issued, the results received and the actions implemented as a consequence of it. - requests that evidence of the actual level of PPDOR compliance is sent for our consideration - concerned that further Community Halls and Insole Court are identified as asset transfers within the 2015/16 budget, and want to stress that the Council cannot afford to repeat the delays, and subsequent overspend experienced this financial year. - Committee recognises that the income target set for the Mansion House is unachievable and will write to the Section 15 officer to recommend that this position is reviewed.	14 APR 2015	- confirmed completion of asset transfers for maes-y-coed and plasnewydd - confirmed future input on Flat Holm Island - provided plans for addressing sickness absence and updated ppdr figures	Schedule Flat Holm item
5 MAR 2015	Clir Derbyshire Sport Leisure & Culture Q3 Performance	- Sickness absence remains a concern for the Committee, with this Directorate reporting one of the highest levels in the Council. The Committee is content with the approach being taken to explore and understand the reasons behind this high level of sickness absence and looks forward to hearing more about the staff questionnaire that is to be issued, the results received and the actions implemented as a consequence of it. - requests that evidence of the actual level of PPDOR compliance is sent for our consideration - Committee welcomes the news that a partnership for Flat Holm Island is being progressed with the National Trust, Royal Society for the Protection of Birds and Flat Holm Society.	14 APR 2015	*see above (joint reply written with Clir Bradbury)	
5 MAR 2015	Nigel Roberts - CBC CBC Future Resources	request that Cardiff Business Council, provide us with your understanding of the agreed current and future levels of resources and support from Cardiff Council – enabling the Committee to explore whether there are any discrepancies in relation to agreed support.			
5 MAR 2015	Christine Salter - 151 Officer Mansion House Income Target	Committee concerned by the £17k shortfall in income from the Mansion House which is considered unattainable and would like to explore with you the background to this income target being set and how it has been allowed to continue as a target for future years.	1 APR 2015	- provided background to setting of this income target and outlined how it is now part of the 2015/16 economic development directorate budget and for their service managers to review	
2 APR 2015	Leader Tourism & Heritage Strategy	- members not the aspiration to double value of overnight tourism and will monitor - welcome the Cardiff Card and hope to see this link with public transport around Cardiff - committee request the marketing plan for the card - note concerns about changes to tourist information centre - hope to see the use of a 'wales' domain explored			
2 APR 2015	Clir Bradbury Cardiff Contemporary Arts Festival	- see festival as a success but hope in future an economic impact assessment will be undertaken - recommend that the funding sources, business models and governance structures of other UK Contemporary Arts Festivals such as Liverpool Biennial and Glasgow International are explored - note that there are no plans for funding of this festival to be withdrawn from this project			
2 APR 2015	Clir Bradbury Clir DDAH	Members are content with the revised timetable for the improving scrutiny project		*No reply required	
2 APR 2015	Scrutiny Improvement Project Mark Roberts Cardiff & Vale College	Committee welcomed decision to lease Cardiff Internation Sports Stadium to Cardiff and Vale College, and wish them all the best with future plans		*No reply required	

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**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref / Fy Ref: CM30414

Date / Dyddiad: 31st March 2015

Councillor Craig Williams
Chairperson
Economy and Culture Scrutiny Committee
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear / Annwyl Craig

Scrutiny: Economy And Culture Scrutiny Committee - 5 March - Slc And Communities - Quarter 3 Performance

I am writing in response to your correspondence concerning the Economy and Culture Scrutiny Committee which took place on 5th February 2015. Thank you for the opportunity to present to the committee Communities, Housing and Customer Services – Quarter 3 Performance.

Unfortunately, Roath library does require substantial investment to bring it back into use. The boiler has failed and to fix the boiler will require the associated pipe work to also need replacing. The roof leaked and as a result the books and computers have been removed. The immediate repair work has been carried out to ensure that the building is watertight and to reduce the chance of further damage.

A temporary alternative location has been investigated in the area. However due to the costs to ensure the alternative building meet the building requirements, it has been ruled that capital investment is reserved for a permanent solution, whether this is to bring the current building back into use or an alternate delivery in the area. In the interim, extra computers have been located in Splott Library, the Story-Time class has also transferred to Splott Librray and additional Into Work sessions have taken place. At Plasnewydd Community Centre from 13th March job club sessions will be taking place from 9 to 5 on Mondays and Thursdays.

PLEASE REPLY TO / ATEBWCH I : Cabinet Support Office / Swyddfa Cymorth Y Cabinet,

Room / Ystafell 518, County Hall / Neuadd y Sir,

Cardiff / Caerdydd,

Atlantic Wharf / Glanfa'r Iwerydd,

CF10 4UW

Tel / Ffon (029) 2087 2598 Fax /

Ffacs (029) 2087 2599

As mentioned in the meeting, a proposal for the way forward will be taken to cabinet in May and I would welcome the opportunity to present to this committee for pre-decision scrutiny.

The aim for Librarian service is to have a qualified neighbourhood development librarian in each of the 6 Neighbourhood Partnership Area. As discussed at the meeting, the funding for these posts can only be made available when changes are made to libraries in those area, whether this is through the creation of hubs or alternative delivery models from the branches. The current status of the funding is as follows.

- **Cardiff South West** – Funding in place from the creation of Ely/Caerau Hub (currently being covered temporary and recruitment for the permanent post is taking place).
- **Cardiff East** – Funding in place from the creation Llanrumney and St Mellons Hubs – (post is filled).
- **City and Cardiff South** – Funding in place from the creation of Grangetown Hub (post is currently being recruited).
- **Cardiff West** – Funding identified and will become available when the Fairwater and Llandaf North Hubs changes take place.
- **Cardiff North** – No funding currently secured. Potential funding from future Llanedeyrn or Llanishen Hubs, or alternative deliver models.
- **Cardiff South East** – No funding currently secured. Potential funding from future Star Hub, or alternative deliver models.

I hope the above gives you and the Committee Members more clarity on the information requested, and I would like to thank you for your comments.

Yours sincerely
Yn gwyir



Councillor / Y Cynghorydd Peter Bradbury
Cabinet Member for Community Development, Co-operatives & Social Enterprise
Aelod Cabinet Dros Datblygu Cymunedol, Mentrau Cydweithredol a Mentrau Cymdeithasol

**CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET**

My Ref / Fy Ref: CM30414

Date / Dyddiad: 14th April 2015



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Cllr Craig Williams
88 Cardiff Road
Llandaff
Cardiff
CF5 2DT

Dear / Annwyl Craig

Scrutiny: Economy and Culture Scrutiny Committee - 5 March

Thank you for your letter dated 17 March 2015 appertaining to the scrutiny of the quarter 3 performance of the Sport, Leisure and Culture Directorate. As much of the content of the letter sent to both of us was common, we are providing this joint reply.

It is pleasing to be able to confirm that both Maes-Y-Coed and Plasnewydd Community Centres are now under new management with the Community Asset Transfers having been successfully completed. In going through the process of Community Asset Transfer, we have learnt that it can take a considerable amount of time. There are necessary processes which have to be followed if the Council is to have assurance that the new management will operate the facilities as desired. In these instances, the processes involved confirming with Cabinet the type of uses that would be acceptable to the Council and agreement to advertise the opportunity; negotiating and firming up a business plan with the new operator, and agreeing the heads of terms and eventual lease agreement. There has been a corporate acceptance that asset transfer processes should be sped up and a streamlined process is being developed.

Regarding the Mansion House, your letter to the Section 151 Officer and her subsequent response have been noted.

As promised, the Scrutiny Committee's input into the partnership agreement for Flat Holm Island will be sought in due course.

Sickness absence is a concern for the Directorate, as it is across many Council Directorates. Directorates which have demonstrated reductions in sickness absence levels have benefitted from specialised HR resource to work alongside them. I am pleased to report that Sport, Leisure and Culture will have this support provided to it in forthcoming months. An action plan is being produced to address matters including processes and trigger dates, the work with Occupational Health, the use of management data and any culture change that may be required. We are anticipating that an even firmer stance on sickness absence will reduce the levels across the services in the future.

PLEASE REPLY TO / ATEBWCH I : Cabinet Support Office / Swyddfa Cymorth Y Cabinet,

Room 100, County Hall / Neuadd y Sir,
Atlantic Wharf / Glanfa'r Iwerydd, Cardiff / Caerdydd,
CF10 4UW

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Regarding PPDR compliance, the Directorate overall figure at the six month mark was 83% compliance. The breakdown was as follows:

Bereavement and Registration 91%

Leisure and Play 89%

Parks, Sport and Harbour 86%

Culture, Venues and Events 67%.

The Directorate has carried out a thorough investigation into all staff and whether they had performance interviews and had objectives set. Excluding absent staff (e.g. long term sick or maternity), mis-codings or mistakes in using the DigiGov system, or failure of the system to accept group targets, the Director can confirm that the eligible staff who had performance appraisal interviews and objectives was in fact 94% at the mid-year point. Technical failure to register in the correct manner on DigiGov when setting the targets at the beginning of the financial year results in an inability to 'enter the details on the system' beyond that time. The initial date was missed by significant numbers of staff in Culture, Venues and Events. However, what this does mean is that the year end position for the Directorate will not show on DigiGov as being above the 83% figure.

Yours sincerely

Yn gwyir



Councillor / Y Cynghorydd Peter Bradbury
Cabinet Member for Community Development, Co-operatives & Social Enterprise
Aelod Cabinet Dros Datblygu Cymunedol, Mentrau Cydweithredol a Mentrau Cymdeithasol



Councillor / Y Cynghorydd Bob Derbyshire
Cabinet Member for Environment
Aelod Cabinet Dros Yr Amgylchedd

My Ref: CDR/AE/cb
Your Ref:

1 April 2015

Councillor Craig Williams
Chairperson Economy & Culture Scrutiny Committee
15 Heol Gam
Pentyrch
Cardiff
CF15 9QA



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Williams

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

I refer to your letter dated 17th March in which you requested information in relation to a projected shortfall in income at the Mansion House.

The income budget for the Mansion House was increased by £105,000 as one of the budget savings approved in relation to the Council's 2013/14 Budget. This was based on a proposal submitted by the City Management Directorate which managed the operation of the Mansion House at that time. The proposal indicated that it was intended to operate the Mansion House as a commercial venue without public subsidy, covering its operating costs from income generated through external and internal hire. This has however proved to be very challenging and whilst income levels have increased, to date the directorate has been unable to achieve the budgeted income level. This has resulted in income shortfalls both in 2013/14 and 2014/15, the latest projection indicating a shortfall of £117,000.

This budget forms part of the Economic Development Directorate in 2015/16 and it will be a matter for the management of the service to consider all options in terms of future income generation opportunities for the Mansion House. If this is cannot be achieved then consideration would need to be given to the future operation and budgets of the Mansion House as part of the 2016/17 budget process.

I trust this clarifies the position.

Yours sincerely

Christine Salter
Corporate Director Resources / Cyfarwyddwr Corfforaethol Adnoddau

PLEASE REPLY TO: Mrs C. Salter, Corporate Director Resources Room 343C, County Hall, Atlantic Wharf, Cardiff, CF10 4UW. Tel: (029) 20872300; E-Mail: Treasurersoffice@cardiff.gov.uk



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Fy Nghyf / My Ref: CM30416

Eich Cyf / Your Ref:

Dyddiad / Date: 28th April 2015

Councillor Craig Williams
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Annwyl / Dear Craig

Economy & Culture Scrutiny, 5 March 2015 - Economic Development Qtr 3 Performance

Thank you for your letter dated 17th March 2015, and for inviting me to the meeting of the 5th March. I have sought to answer your questions below, but please contact me if there is any further information you would require.

The Council's budget for 2015/16 included a reduction of £160,000 to the previous £500,000 budget contribution made to the Cardiff Business Council and therefore any review should be considered within this context. Further details on the plans to review the Cardiff Business Council model are outlined in the 'City Deal Implications and Next Steps' report presented to Cabinet on 2nd April 2015.

With regards a briefing note on the Coal Exchange I attached a summary of recent progress. It is important to note that whilst the Council can seek to have a positive influence on the process, it does not own the building and is to some extent restricted in its role in the process of securing the building's future. It would be inappropriate therefore for the Council to believe it is in a position to set the timescales for the building to be brought back into active use. Nonetheless we will keep the Scrutiny Committee updated on progress when more information is made available.

In terms of benchmarking performance against other Core Cities, we will seek to compare Cardiff's performance on a range of National Statistics, such as employment, unemployment, earnings and GVA per capita. These comparisons will feed into the current performance management process.

I am also pleased to be able to inform you that consultants have been appointed and have begun the process of establishing a Business Improvement District in Cardiff. This process is likely to take around 12 months until competition (that is the establishment of a Business Improvement District).

ATEBWCH I / PLEASE REPLY TO:

Swyddfa'r Arweinydd, Ystafell 525, Neuadd y Sir, Glanfa'r Iwerydd, Caerdydd CF10 4UW
Ffôn (029) 2087 2500 Ffacs (029) 2087 2599

Office of the Leader, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW
Tel (029) 2087 2500 Fax (029) 2087 2599



Thank you again for inviting us to the meeting, the work of the Economy and Culture Scrutiny Committee is, as ever, greatly appreciated.

Yn gywir,
Yours sincerely,

A handwritten signature in black ink, appearing to read 'Phil Bale', with a long horizontal stroke extending to the right.

**CYNGHORYDD / COUNCILLOR PHIL BALE
ARWEINYDD, CYNGOR DINAS CAERDYDD
LEADER OF THE CITY OF CARDIFF COUNCIL**

COAL EXCHANGE – CARDIFF

1. Senior Officers of Cardiff Council have met with various developers expressing interest in looking at the development of the Coal Exchange. Also it is understood that developers have arranged meetings with Julian Hodge Bank.
2. The Council has been approached by Capita consultants who have been commissioned by Welsh Government to carry out a cost assessment in relation to a value engineering exercise for restoration and redevelopment of the Coal Exchange from its current state to full operational use.
3. The Council has provided full documentation of the history of the public enquiry etc., and structural assessments of the building. Also architectural surveys and proposals for the building. This information has been provided to help Capita prepare their report and help understand the situation to establish what is needed to put the building in a safe and protected position to allow for restoration and redevelopment.
4. One developer is in dialogue with the Treasurers Solicitors acting for the Crown and has contacted the Council for further discussion.
5. No further contact has been received from Cadw and it is understood that Welsh Government are awaiting the report from Capita before entering into any further dialogue with the Council.

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Fy Nghyf / My Ref: NRS/CW/PB/02.04.15

Dyddiad / Date: 23 April 2015

Councillor Phil Bale
Leader, City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW



Dear Councillor Bale

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 2 APRIL 2015

Cardiff Tourism Strategy and Action Plan: 2015 - 2020

Thank you for attending the April meeting of the Economy and Culture Scrutiny Committee, where we considered Cardiff Tourism Strategy and Action Plan: 2015 - 2020. I will be grateful if you could also pass on the thanks of the Committee to Ken Poole, Heledd Williams and Jonathan Day for their presentation and for addressing the questions raised during the meeting. The Committee had a few comments and observations following the meeting, which are set out below.

The Committee welcomes its involvement in the development of this strategy and are pleased to see that a number of the issues we discussed at the January Committee meeting, and within the subsequent letter, have been taken on board and used in shaping the final strategy. We hope to see that the Cardiff Tourism Strategy and Action Plan: 2015 – 2020 will be central to the promotion of the city and the aspiration to make Cardiff “one of the most appealing cities in Europe to live, invest, work, study and visit”.

Members of the Committee consider the strategy and key outcomes to be achieved as ambitious, and welcome this approach. As outlined in both the January and April Committee meetings, a key aspiration underpinning the strategy is to double the value of overnight tourism by 2020 – Members are keen to emphasise this target and hope to see it is kept central to any initiative or development that comes as a result of the strategy. We look forward to monitoring the success in achieving this outcome.

In our letter following the January Committee meeting, we were positive about the introduction of a City Card and the benefits that such a card can bring for Cardiff. We welcome the news that the ‘Cardiff Visitor Card’ has now been launched and that an extensive list of businesses within the city are signed up to offering promotional discounts to card holders. Members were also pleased to be informed that the

income from card sales is retained for the purpose of further marketing the city, that work is ongoing to link this card with public transport around Cardiff, and that this work has been undertaken in partnership with Visit Wales. The promotion of the Cardiff Visitor Card was briefly discussed at the meeting, with Members raising slight concern that the Tourism Strategy does not contain any information on how the Card is to be promoted or sold to visitors. The Committee wishes to receive further information on this matter and request a one page briefing outlining the promotional plan for the Cardiff Visitor Card.

Members are mindful that the numerous actions, and strategic and transformative projects outlined in the Cardiff Tourism Strategy and Action Plan will require resources and revenue to undertake. We have concerns that the aspirations of the Strategy could be hindered by a lack of resources, and would like reassurances that clear funding sources and a delivery plan have been identified to allow the Council and its various partners to fulfil the activities outlined within the Strategy.

The changes to the Tourist Information Centre in the Hayes are a concern for Members, although we accept that much is being done to mitigate the impact of this change, with the printing of additional maps, interactive screens and ongoing discussions with Cardiff Story Museum. Members were informed that this is an interim arrangement and that options are being explored to secure a permanent information point at a suitable location in the city centre. We hope that the alternative arrangements are going to be monitored and look forward to receiving an update on the impact of the changes at a future date.

Finally, at the meeting discussion took place around the domain name used for the Visit Cardiff website, with Members questioning why a '.wales' domain had not been used instead of '.com'. We accept that it makes sense to use 'visitcardiff.com' at present, given that it was a pre-existing website that required updating, rather than designing a new one. However Members are keen to emphasise that they feel the use of '.wales' will further emphasise Cardiff's unique position as the Capital city of Wales, and hope this will be given thought going forwards.

To re-cap for ease, the Committee asks that the following points are addressed:

- The Committee requests a one page briefing note on the promotional plans for the Cardiff Visitor Card;
- The Committee hopes that the use of a '.wales' domain name will be given due consideration going forwards;
- Members look forward to a future update on progress in achieving the actions and projects outline in the Tourism Strategy and Action Plan, and in particular to monitoring the success in increasing the number of overnight visitors and monitoring the impact the changes for the Tourist Information Centre have brought.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

A handwritten signature in black ink, appearing to read 'Craig Williams', with a long horizontal stroke extending to the right.

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Neil Hanratty – Director of Economic Development
Ken Poole – Head of Economic Development
Heledd Williams – Head of Tourism
Cheryl Cornelius and Jo Watkins – Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

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Fy Nghyf / My Ref: NRS/CW/PBr/02.04.15

Dyddiad / Date: 23 April 2015



Councillor Peter Bradbury
Cabinet Member: Community Development, Co-operatives & Social Enterprise
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Bradbury

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 2 APRIL 2015

Thank you for attending the April meeting of the Economy and Culture Scrutiny Committee, where we considered items on Cardiff Contemporary Festival and Cardiff International Sports Stadium. I will be grateful if you could also pass on the thanks of the Committee to Chris Hespe and Ruth Cayford for their presentation and for addressing the questions raised during the meeting. The Committee had a few comments and observations following the meeting, which are set out below.

Cardiff Contemporary Festival 2014

Firstly, the Committee wishes to express its thanks and congratulations to Ruth Cayford for her role in leading on the Cardiff Contemporary Festival and delivering this fantastic arts event for the city. We welcome the enthusiasm and commitment she demonstrated to this project.

It was clear to the Members of the Committee that Cardiff Contemporary Festival 2014 was a success, giving worldwide exposure to the city of Cardiff, working with numerous partner organisations to deliver the event and bringing contemporary art to the public realm. Members are, however, concerned that no Economic Impact Assessment has been undertaken to demonstrate and evidence the benefits the 2014 Festival will have had for the Cardiff economy. Members have no doubt that this project will have attracted people to the city, new jobs were created, and there will have been a multiplier effect as additional money is spent in the local economy, however this needs to be evidenced in order to fully evaluate the success of the Festival. Clearly it isn't possible to retrospectively evaluate the 2014 Festival, but the Committee would urge you to ensure a comprehensive Economic Impact Assessment is undertaken for the next Cardiff Contemporary Festival in 2016.

At the meeting, Members were informed that Cardiff Contemporary Festival has been delivered on a far smaller budget than other comparative contemporary art festivals held in other cities across the UK. Officers commented that the figures to substantiate this could be provided to the Committee, and we would like to reiterate our request to receive this information. Members were pleased to hear that the event had secured match funding from the Arts Council of Wales, and that the month long festival had been delivered on a modest budget. We feel the Council should be building upon the success of the 2014 Festival and now actively looking for additional sources of funding or sponsorship for future years. We recommend that the funding sources, business models and governance structures of other UK Contemporary Arts Festivals such as Liverpool Biennial and Glasgow International are explored in order to inform the approach taken for Cardiff.

Members were particularly pleased to hear that Cardiff Contemporary Festival aims to make art accessible to all people in the city, and in particular that young people from Communities First areas were engaged through workshops and other activities. It is our expectation that this kind of inclusive approach would not be lost as the aspirations for future festivals grows, and we would hope that the levels of outreach and engagement activities would similarly expand.

At the meeting you commented that there are no plans for funding to be withdrawn from this project, and that the Council has an exciting opportunity to support a vibrant arts community through the Cardiff Contemporary Arts Festival. We are glad that you demonstrate such commitment and support for this festival and the arts scene in Cardiff, and look forward to the next Cardiff Contemporary in 2016.

Cardiff International Sports Stadium

While the opportunity for the Committee to scrutinise the proposal to remove the Cardiff International Sports Stadium from the Council's wider procurement process for leisure facilities and lease the Stadium and grounds to Cardiff and Vale College came after the decision was approved by Cabinet, we understand the circumstances in this case and appreciate the need to act quickly. A range of witnesses were given the opportunity to address the Committee during this item, and it was clear to us that there has been efficient and effective ongoing dialogue between the Council, Cardiff and Vale College and other affected parties in developing this proposal and business case.

You will be aware that the Committee has previously expressed concerns regarding the length of time that the process for leisure facility asset transfers from Council ownership have taken. We are encouraged to see the speed with which this arrangement for Cardiff International Sports Stadium has been completed and hope this marks a turning point for the time taken to complete future asset transfers. We are however mindful that in this case the Council is working with established

organisations in the shape of Cardiff and Vale College and the House of Sport, rather than community groups or volunteers who may require additional support to provide a robust business case.

Discussion took place at the meeting regarding the quality of track surface that will be installed when the replacement of the existing surface is required, with slight concern raised that it could become a recreational standard surface rather than international competition standard. Assurances were given that the Council has budgeted for Grade A track replacement, and that the organisations taking over the stadium have a track record of installing the highest quality surfaces. We would however like to note on record our expectancy for Grade A surface to be installed when the time comes to replace the current running track.

The Committee was pleased to hear external endorsement of the staff currently employed at Cardiff International Sports Stadium, who clearly have knowledge and expertise with regard to track and field sports. We are encouraged that TUPE arrangements will apply as the facility changes hands, and hope that the expertise can be retained at the facility in order to assist and support organisations such as Cardiff Amateur Athletics Club (CAAC).

Finally, the Committee was also pleased to be informed that organisations such as CAAC will have a role in drawing up the Service Level Agreement for Cardiff International Sports Stadium, and we request that we are kept updated as and when this is finalised.

To re-cap for ease, the Committee asks that the following points are addressed:

- The Committee recommends that an Economic Impact Assessment is undertaken to evaluate the benefits of future festivals;
- The Committee recommends that the Council actively explores additional sources of funding for future festivals and reviews the arrangements in place for other contemporary art festivals in the UK;
- The Committee requests comparative information on the budget for Cardiff Contemporary and other contemporary art festivals in the UK.

- The Committee notes its expectancy for a Grade A track surface to be installed at Cardiff International Sports Stadium;
- The Committee requests it is kept updated on the Service Level Agreements with regard to Cardiff International Sports Stadium.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,



Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Chris Hespe – Director, Sport, Leisure and Culture
Ruth Cayford – Visual Arts Manager
Mark Roberts – Cardiff and Vale College
Steve Borley – House of Sport
Matt Newman – Welsh Athletics
John Lister – Cardiff Amateur Athletics Club
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee

Fy Nghyf / My Ref: NRS/CW/MR/02.04.15

Dyddiad / Date: 23 April 2015

Mark Roberts
Vice Principal
Cardiff and Vale College
Colcot Road
Barry
CF62 8YJ



Dear Mark

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 2 APRIL 2015

Cardiff International Sports Stadium

Thank you for attending the April meeting of the Economy and Culture Scrutiny Committee to speak during the Cardiff International Sports Stadium item.

Members of the Committee welcome the decision taken to remove Cardiff International Sports Stadium from the leisure management procurement process and to lease the facility to Cardiff and Vale College. We were encouraged by the plans outlined during the meeting and could clearly see that the views of all affected parties have been considered in developing this proposal. On the evidence seen we are confident this will continue going forwards.

The Committee wishes you all the best as you move forwards with plans to adapt the stadium into a top quality educational and sporting facility and feel this arrangement will help develop Cardiff International Sports Stadium (or however it is renamed) as a valuable asset to the city of Cardiff.

Regards,

A handwritten signature in black ink, appearing to read 'Craig Williams'.

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Members of the Economy and Culture Scrutiny Committee.

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Fy Nghyf / My Ref: NRS/CW/DD/02.04.15

Dyddiad / Date: 23 April 2015

Cllr Daniel De'Ath
Cabinet Member Safety, Engagement and Democracy
City of Cardiff Council
County Hall
Cardiff
CF10 4UW



Dear Councillor De'Ath

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 2 APRIL 2015

Improving Scrutiny Project

Thank you for attending the April meeting of the Economy and Culture Scrutiny Committee to provide an update on progress made to date in delivering the Council's Improving Scrutiny Project and to discuss the future timings for the project. I will be grateful if you could pass on the thanks of the Committee to Marie Rosenthal for addressing the questions raised during the meeting.

The Members of the Economy & Culture Scrutiny Committee recognise that the pre-general election period is not a conducive time to engage Members extensively, particularly given the importance we place on this project. We are content with the revised timescale as set out within the Cover Report for this item, namely;

- Scrutiny Conference - late June 2015.
- Draft key findings - circulated late July 2015
- Report agreed and commended to Cabinet - September 2015.

No response is required to this letter, but we look forward to our future involvement in this project in the summer.

Regards,

A handwritten signature in black ink, appearing to read 'Craig Williams'.

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Marie Rosenthal – County Clerk and Monitoring Officer

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