

**DRAFT DIRECTORATE DELIVERY PLAN 2016 – 2018:
ECONOMIC DEVELOPMENT DIRECTORATE**

Purpose of Report

1. To provide Members with background information to facilitate the scrutiny of the parts of the Economic Development Directorate Delivery Plan for 2016 – 18 that fall within the remit of this Committee. The scrutiny will enable the Committee to pass comments to the relevant Director and Cabinet Member, so that final plans can be informed by the views of scrutiny Members. At this meeting the Committee can scrutinise:

- The Directorate's contribution to delivering the Council's Corporate Plan 2016-18 via the commitments detailed in the Action Plan;
- The milestones and timescales for delivering the commitments in 2016-17;
- The resources it has to deliver these commitments in 2016-17;
- The Directorate's key achievements during 2015/16.

Background

2. The Corporate Plan 2016-18 was approved at Council on 25 February 2016. It sets out four key priorities for Cardiff:

- Better Education and Skills for All;
- Supporting Vulnerable People;
- Creating more jobs and better paid jobs; and
- Working together to transform services

3. The accompanying report taken to Cabinet stated that 'Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of

directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan. [...]In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny'.¹

4. As part of the Council's response to the WAO's January 2016 follow-on assessment, a commitment was made in Cardiff's Statement of Action to ensure Directorate Delivery Plans are 'SMART' by the end of April. As such, the Council will be undertaking a peer review involving colleagues from across the Council's directorates to build on the Central Performance Team's own quality assurance process, ensuring this commitment is met.
5. Although it would have been ideal for this work to have been completed ahead of consideration of Directorate Delivery Plans by scrutiny committees, this was not possible due to timing of the scrutiny cycle. However, it should be noted that the focus of the peer review work will not be to make substantive changes to the commitments within plans, but to ensure they fully meet SMART criteria.

Draft Economic Development Directorate Delivery Plan

6. The majority of the Economic Development Directorate falls within the remit of this Committee, apart from the elements relating to Strategic Estates and Projects, Design and Development, which the Policy, Review and Performance Scrutiny Committee has the lead in scrutinising.
7. The Economic Development Directorate Delivery Plan (**Appendix A**) identifies the directorate's key achievements from 2015/16. A comprehensive list of achievements can be found on Pages 6-7.
8. Page 8 of **Appendix A** set out the key aspirations for 2016-17 for the City Operations Directorate. Those relevant to this Committee's terms of reference are:
 - Unlock the Dumballs Road regeneration scheme

¹ Corporate Plan 2016-16, Report to Council, 25 February 2016

- Agree a plan for City Hall
- Progress Phase 2 of the ISV development
- Deliver the Central Transport Interchange Project
- Launch the City Centre and Cardiff Bay Masterplans
- Prepare for the Champions League Final & the Volvo Ocean Race
- Establish a new Sales & Marketing team in CTVE
- Implement the successful restructuring of the Castle
- Attract a major inward investment project
- Deliver a Business Improvement District ballot
- Agree a signature event for Cardiff with partners
- Complete the Culture ADM
- Unlock the Callaghan Square redevelopment
- Support delivery of the City of the Unexpected event
- Progress delivery of the City Deal
- Agree a plan for the spatial expansion of Cardiff University
- Progress the Multi-purpose Indoor Arena project
- Unlock the Brains Brewery regeneration scheme
- Secure the Government Property Hub project
- Develop a further family attraction for Cardiff Castle
- Establish a Cardiff Ambassador programme for all key venues and attractions to support the TIC offer.

9. Further key aspirations are identified for specific teams within the Directorate.
These are:

Economic Development

- Reduce unemployment, increase average earnings and reduce the number of NEETS.

Culture, Tourism, Venues and Events

- Further implement partnership working with the private sector to ensure delivery of a substantial major events programme.
- Develop a close relationship with the wider region to successfully grow the value of tourism over the next five years delivering increased length of stay,

repeat visits and greater economic benefits for the region. During 2016/17 we aim to increase tourism numbers and overnight stays by 2%.

10. The Action Plan (found from **page 11 of Appendix A**) details the commitments made by the Directorate, linking them back to the Corporate Plan Priorities and details how success will be measured. The Action plan is split into four sections:

- Corporate Plan and Cardiff Partnership Priorities.
- Core Business Priorities.
- Planning for the Future.
- Measures (performance measurement).

11. To assist Members, listed below are the relevant *Corporate Plan and Cardiff Partnership Priorities* that fall within the terms of reference of this Committee. Members will find relevant milestones listed alongside these commitments in **Appendix A** (page 11-15).

Priority 3 - Creating more jobs and better paid jobs

Improvement Objective - *Cardiff has more employment opportunities and higher value jobs*

Commitment - Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018

Directorate/Service Action

- Progress the Central Square regeneration scheme
- Progress Central Square public realm

Commitment - Implement governance arrangements and a delivery plan for the Cardiff Capital Region City Deal by March 2017

Directorate/Service Action

- Progress the City Deal
- Attract a public sector hub project for Cardiff

Commitment - Progress delivery of the Multi-Purpose Arena project by March 2017.

Directorate/Service Action - Secure a preferred site for the delivery of the Multi-Purpose Arena

Commitment - Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for the City Hall by March 2017.

Directorate/Service Action

- Commence development of the Civic Centre Heritage Quarter
- Complete a detailed options appraisal for City Hall

Commitment - Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017.

Directorate/Service Action

- Facilitate the regeneration of the Mount Stuart Square Heritage Quarter by attracting investment in key heritage buildings.
- Develop Cardiff Bay as a creative industries cluster, including:
 - The C Shed
 - Doctor Who

Commitment - Progress Phase 2 of the International Sports Village development by March 2017.

Directorate/Service Action - Implement Phase 2 of the Development Agreement

Priority 3 - Creating more jobs and better paid jobs

Improvement Objective - Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure

Commitment - Work with 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

Directorate/Service Commitments - Progress delivery of the new Central Transport Interchange project

12. 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** (page 16-18):

Outcome - Cardiff has a thriving and prosperous economy

Priority - Creating more jobs and better paid jobs

Improvement Objective - Cardiff has more employment opportunities and higher value jobs

Directorate/Service Action

- Deliver 4 successful Social Innovation Fund (SIF) project funding applications
- Progress proposals for a city centre Business Improvement District
- Attract or support business to expand or locate in Cardiff

Outcome - Cardiff is a great place to live, work and play

Priority - Working together to transform services

Improvement Objective - Communities and partners are actively involved in the design, delivery and improvement of highly valued services

Commitment/Strategy - Tourism Strategy and action plan 2015-2020

Directorate/Service Action

- Deliver the approved Tourism Strategy
- Rationalise CVT&E Sales, Marketing and Sponsorship Functions
- Complete Cultural Alternative Delivery Model
- Work with partners to complete preparations for the Volvo Ocean Race 2018
- Deliver arrangements to host the UEFA Champions League 2017 in Cardiff

13. The section on *Planning for the Future* (page 19) contains the following potential impact and associated mitigating actions that fall within the terms of reference of this Committee:

Potential Impact - To develop alternative methods of delivering the Cardiff Story Museum services, focussing on increasing off-site provision in addition to on-site permanent galleries

Mitigating Actions

- Develop partnerships with Cardiff's communities to establish programme of off-site events and exhibitions.
- Develop concept of major project Guerrilla Museum to establish shadow museum to tour temporary exhibitions to locations across Cardiff.
- Prepare business case, consultation with community, identify funders and sponsors
- Seek funding and sponsorship for 'Guerrilla Museum' project

Potential Impact - Develop a new family attraction at Cardiff Castle

Mitigating Actions

- Develop a business case for a new family attraction at Cardiff Castle potentially incorporating the Black Tower.

Potential Impact - Commercial catering to explore feasibility of professional plated banqueting and chill system

Mitigating Actions

- Consider the business case for potential investment in a plated banqueting and chill system.

14. The *Key Performance Indicators* section of the Directorate Delivery Plan contains a range of indicators which will be used by the Council to determine the performance of the Economic Development Directorate. These will form the basis of performance monitoring reports for the year. The following Performance Indicators fall under the terms of reference of this Committee (details of recent results and future targets can be found in **Appendix A** pages 20-22):

Economic Development Team

- Sq ft of 'Grade A' office space committed for development in Cardiff (measuring grade 'A' office space from commencement of development; previously this was based on approval of grade 'A' planning applications)
- New and safeguarded jobs in businesses supported by the Council, financially or otherwise
- The amount of grant aid and private sector finance attracted by companies assisted by the Council

- GVA per capita (compared to UK average)
- Unemployment (compared to Welsh average)
- Customer Satisfaction (Businesses)
- City Centre Footfall

Culture, Venues & Events Team

- Number of overnight stays in Cardiff
- Number of visitors to Cardiff
- Number of Paid Attendances at St David's Hall and New Theatre
- Retained Income For St David's Hall and New Theatre
- Total Income For City Hall
- Number of Attendances At Cardiff Castle (paid admissions)
- Cardiff Castle Total Income

Way Forward

15. Councillor Peter Bradbury (Cabinet Member: Community development, Co-Operatives and Social Enterprise) has been invited to attend to give a presentation on his areas of the Directorate Delivery Plans and to answer Members' questions. The Leader has provided his apologies for the meeting. Neil Hanratty (Director – Economic Development) will also be in attendance.

16. Members may wish to explore the following areas:

- Whether the Directorate is 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 Directorate's resource levels and whether these are sufficient to resource the commitments in the Action Plan;
- How the Directorate is planning for the future; and
- The Directorate's key achievements during 2015/16.

Legal 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 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

18. 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 the Committee would like to make any comments to the Cabinet and Director;

- Decide the way forward for any future scrutiny of the issues discussed.

David Marr

Interim Monitoring Officer

4 April 2016