



## **Economic Development Directorate Delivery Plan 2015-2017**

DRAFT

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### 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

## 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

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.

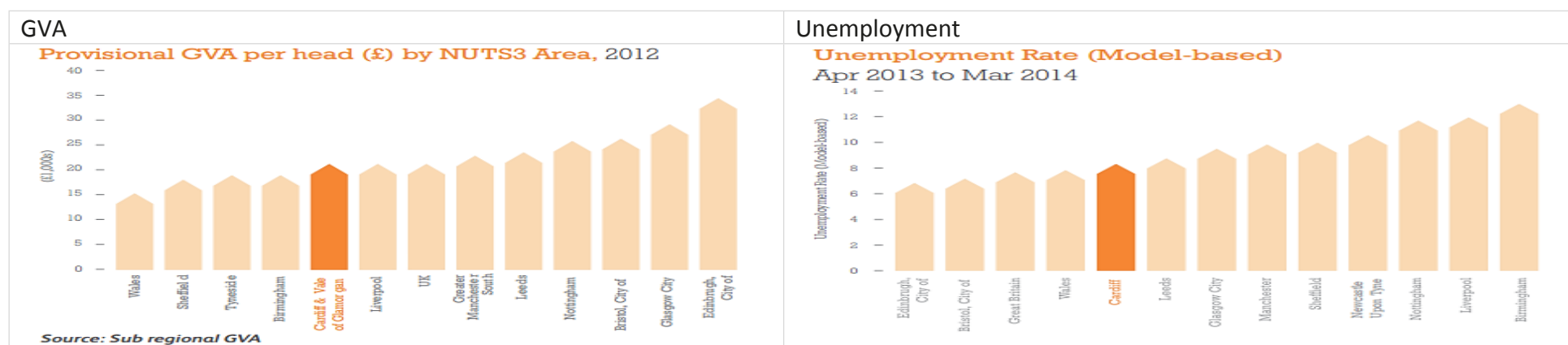


## Directorate Introduction

### 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.



### 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 Edern 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 1<sup>st</sup> 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.



## Resources

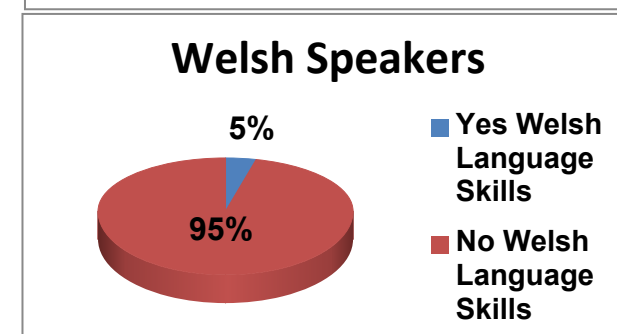
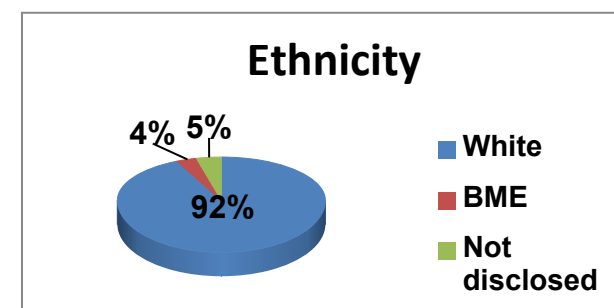
### Staff Numbers & Characteristics

	%	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%

Age Profile	16-19	20-29	30-39	40-49	50-59	60+
% of Staff	0.5%	8.2%	23.2%	25.8%	29.9%	12.4%
Number of Staff	1	16	45	50	58	24



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	<b>826</b>	299
City Centre Management	384	-214	<b>170</b>	31
Construction & Design	2,016	-2,016	<b>0</b>	0
Corporate Property & Estates	1,661	-4,660	<b>-2,999</b>	361
Culture, Venues & Events	18,012	-15,904	<b>2,108</b>	289
Major Projects	2,014	-782	<b>1,232</b>	170
Neighbourhood Regeneration	870	-558	<b>312</b>	319
Service Management	222	0	<b>222</b>	6
Tourism	790	-609	<b>181</b>	121
<b>Total</b>	<b>27,831</b>	<b>-25,779</b>	<b>2,052</b>	<b>1,596</b>

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**

<b>Division</b>	<b>Employees (£'000)</b>
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
<b>Total</b>	<b>12,210</b>

# Action Plan and Performance Measures

## Part 1 – Corporate Plan and Cardiff Partnership Priorities

<b>Outcome</b>	Cardiff has a thriving and prosperous economy			
<b>Improvement Objective</b>	Cardiff has more employment opportunities and higher value jobs.			
<b>Priority</b>	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
<b>Commitment</b>	Ref No CP1	<b>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</b>		
<b>Link to Medium Term Financial Strategy</b>	<<Highlight links to MTFs e.g. Efficiency savings, external funding, grants>>			
<b>Partners</b>	<<List key partners organisation>>			
<b>Ref</b>	<b>Directorate/Service Commitments</b>	<b>Officer Responsible</b>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>
<b>1</b>	Deliver the Central Square redevelopment	<b>John Worrall</b>	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	
<b>2</b>	Progress the Public Sector Hub proposal	<b>Ken Poole</b>	Q1 Finalise business cases	
			Q2 Obtain approval to commence	
			Q3 Agree preferred development approach	
			Q4 Secure site	

<b>Outcome</b>	Cardiff has a thriving and prosperous economy			
<b>Improvement Objective</b>	Cardiff has more employment opportunities and higher value jobs.			
<b>Priority</b>	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
<b>Commitment</b>	Ref No CP2	<b>Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery</b>		
<b>Link to Medium Term Financial Strategy</b>	<i>Aims to provide capital funding in light of reduced Council funding</i>			
<b>Partners</b>	<i>South East Wales Local Authorities and Welsh Government</i>			
<b>Ref</b>	<b>Directorate/Service Commitments</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>
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	

<b>Outcome</b>	Cardiff has a thriving and prosperous economy			
<b>Improvement Objective</b>	Cardiff has more employment opportunities and higher value jobs.			
<b>Priority</b>	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
<b>Commitment</b>	Ref No CP3	<b>Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016</b>		
<b>Link to Medium Term Financial Strategy</b>	<<Highlight links to MTFs e.g. Efficiency savings, external funding, grants>>			
<b>Partners</b>	<<List key partners organisation>>			
<b>Ref</b>	<b>Directorate/Service Commitments</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>
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

<b>Outcome</b>	Cardiff has a thriving and prosperous economy			
<b>Improvement Objective</b>	Cardiff has more employment opportunities and higher value jobs.			
<b>Priority</b>	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
<b>Commitment</b>	Ref No CP4	<b>Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016</b>		
<b>Link to Medium Term Financial Strategy</b>	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
<b>Partners</b>	<i>University of Cardiff</i>			
Ref	Directorate/Service Commitments	Officer Responsible	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	

<b>Outcome</b>	Cardiff has a thriving and prosperous economy			
<b>Improvement Objective</b>	Cardiff has more employment opportunities and higher value jobs.			
<b>Priority</b>	<i>Sustainable Economic Development as the engine for growth and jobs</i>			
<b>Commitment</b>	Ref No CP5	<b>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</b>		
<b>Link to Medium Term Financial Strategy</b>	<<Highlight links to MTFS e.g. Efficiency savings, external funding, grants>>			
<b>Partners</b>	<<List key partners organisation>>			
Ref	Directorate/Service Commitments	Officer Responsible	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	

<b>Outcome</b>	People in Cardiff have a clean, attractive and sustainable environment			
<b>Improvement Objective</b>	The City of Cardiff Council makes use of fewer, but better, buildings			
<b>Priority</b>	<i>Working with people and partners to design, deliver and improve services</i>			
<b>Commitment</b>	Ref No CP6	<b>Deliver the approved Property Strategy</b>		
<b>Link to Medium Term Financial Strategy</b>	<<Highlight links to MTFs e.g. Efficiency savings, external funding, grants>>			
<b>Partners</b>	<i>All other public sector organisation in the city</i>			
<b>Ref</b>	<b>Directorate/Service Commitments</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>
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	

<b>Outcome</b>	People in Cardiff have a clean, attractive and sustainable environment			
<b>Improvement Objective</b>	The City of Cardiff Council makes use of fewer, but better, buildings			
<b>Priority</b>	<i>Working with people and partners to design, deliver and improve services</i>			
<b>Commitment</b>	Ref No CP7	<b>Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017</b>		
<b>Link to Medium Term Financial Strategy</b>	£1m operational savings from closed buildings by 2017 £6m capital receipts from the sale of surplus property on the open market and to HRA			
<b>Partners</b>	Internal			
<b>Ref</b>	<b>Directorate/Service Commitments</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>
<b>11</b>	Relinquishment of lease at Charles Street	<b>Charles Coats</b>	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
<b>12</b>	Vacation of St. Davids house – Council Teams	<b>Charles Coats</b>	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

<b>Outcome</b>	Cardiff is a Great Place to Live, Work and Play			
<b>Improvement Objective</b>	Communities and partners are actively involved in the design, delivery and improvement of highly valued services			
<b>Priority</b>	Working with people and partners to design, deliver and improve services.			
<b>Commitment</b>	Ref No 7	<b>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</b>		
<b>Link to Medium Term Financial Strategy</b>				
<b>Partners</b>				
<b>Ref</b>	<b>Directorate/Service Commitments</b>	<i>Officer Responsible</i>	<b>Milestones</b>	<b>Performance Measures / Evidence Ref</b>
<b>16</b>	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.	<b>Kathryn Richards</b>	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).	
<b>17</b>	To establish a Cardiff Cultural Consortium to drive forward the future cultural agenda of the Capital City by June 2015	<b>Kathryn Richards</b>	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	
<b>18</b>	To develop a business case for the establishment of Cardiff Heritage Trust to be operational by 1 <sup>st</sup> April 2016	<b>Kathryn Richards</b>	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.	Cardiff Heritage

			Q4 Establish the Cardiff Heritage Trust for operation from 1st April 2016	Trust established and operational by 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	Community satisfaction
			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.	
24	Implement Neighbourhood Renewal Schemes at Wentlog Road, Birchgrove, Llanishen Village and Trenchard Drive.	Don Davidson	Q1 Community consultation on draft plans	Community satisfaction
			Q2 Agreed final plans	
			Q3 Tender and contractor appointment	
			Q4 Implementation	
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
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.	(Measures established when feasibility study outcome determined).
			Q3 – Q4 Work as appropriate determined by outcome of feasibility study.	
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	Secure sponsorship to value of £15k SLC7 / No. 151).
			Q2 Review sponsorship offers and finalise sponsorship agreement.	
			Q3 Activate sponsorship.	
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	Economic impact secured via events
			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	
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	Achievement of £224k savings by year end. (Source - Month 11 14/15)
			Q2 Implement improvement plan	
			Q3 – 4 Monitor and report on improvement plan	

				Evidence Ref
30	Lead the Core Cities Culture Group	Kathryn Richards	Q1 In consultation with core city partners, establish an agreed work programme.	Work programme delivery milestones.
			Q2 – Q4 Deliver work programme with partner core cities and monitor / evaluate outcome.	
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

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 <sup>st</sup> 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 <sup>th</sup> 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 <sup>th</sup> 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	
<b>37</b>	Financial pressures on cultural venues e.g. Castle, Cardiff Story Museum and Norwegian Church.	<b>Kathryn Richards</b>	Q1-4 Prepare for the establishment of a Cardiff Heritage Trust	Establishment of Cardiff Heritage Trust
<b>38</b>	Need to reduce net cost of St David's Hall and the New Theatre.	<b>Kathryn Richards</b>	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
<b>Economic Development</b>							
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	<b>Target:</b> 100,000 sq ft <b>Result:</b> 278,182 sq ft	<b>Target:</b> 100,000 sq ft <b>Result:</b> 277,277 sq ft	100,000 sq ft	100,000 sq ft	CP1-4
ED004	The number of businesses supported by the Council (financially <i>or otherwise</i> ) Financial support Incudes: <ul style="list-style-type: none"> <li>• Capital Cardiff support</li> <li>• Revenue Assistance to Industry Grants</li> <li>• Superconnected Cities</li> <li>• Business Rate Relief</li> </ul>	Outcome Agreement Corporate Plan 2015	<b>Target:</b> 50 <b>Result:</b> 239	<b>Target:</b> 50 <b>Result:</b> 351	100	100	CP1-4
EEl001	Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise) Financial support Incudes: <ul style="list-style-type: none"> <li>• Capital Cardiff support</li> <li>• Revenue Assistance to Industry Grants</li> </ul> (Discontinued ED002 - Number of new and safeguarded jobs in businesses supported financially by the Council)	Outcome Agreement Corporate Plan 2015	<b>Target:</b> 1,000 <b>Result:</b> 1,036	<b>Target:</b> 1,000 <b>Result:</b> 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	<b>Target:</b> 20% <b>Result:</b> 33%	<b>Target:</b> 20% <b>Result:</b> 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	<b>Target:</b> £1million <b>Result:</b> £3,111,740	<b>Target:</b> £2 million <b>Result:</b> £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	<b>Target:</b> Baseline 2013 <b>Result:</b> 211,700	<b>Target:</b> +2,000 <b>Result:</b> 3.8% +9,400	+/-1% +2,000	+/-1% +2,000	CP1-4
NEW	Number of new jobs created in social enterprises	Corporate Plan 2015	<b>NEW</b>	<b>NEW</b>	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) <b>(2.9% Feb 2014 - 2.6% Wales)</b>	Economic Development CP 2014	Target: 3.9% 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%	

#### 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
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
<b>Super Connected City</b>							
<b>NEW/ F&amp;ED F</b>	Superfast broadband penetration for homes and businesses in Cardiff ( <i>by 2016</i> ) <b>Results shown as Comparative figure* / Remapped figure</b>	Corporate Plan 2014	<b>Target:</b> 100% <b>Result:</b> 93%*	<b>Target:</b> 100% <b>Result:</b> 97%* 92%	n/a	n/a	

<b>Cardiff Business Council</b>							
<b>NEW/ ED009</b>	Grow membership of the Cardiff Business Council to 1,000 members ( <i>by 2016</i> )	Improvement Plan 2013	<b>Target:</b> 1,000 <b>Result:</b> 0	<b>Target:</b> 1,000 <b>Result:</b> 120	n/a	n/a	
<b>ED008</b>	The advertising value equivalent (AVE) of marketing articles.(now includes online articles)	Economic Development CBC	<b>Target:</b> £2.5m <b>Result:</b> £3.1 million	<b>Target:</b> £2.5 million <b>Result:</b> £3,679,003	£2.5 million	£2.5 million	
<b>NEW/ ED010</b>	Attract £250,000 of private sector funding towards the delivery of a new approach to marketing Cardiff ( <i>by 2016</i> )	Improvement Plan 2013	<b>Target:</b> £250,000 <b>Result:</b> £75,000	<b>Target:</b> £250,000 <b>Result:</b> £252,422.00	n/a	n/a	

<b>Projects, Design &amp; Development</b>							
DCM End User Satisfaction Survey		PDD	<b>Target:</b> 75% <b>Result:</b> 80.94%	<b>Target:</b> 75% <b>Result:</b> 80.25%	75%	75%	
DCM Internal Client Satisfaction Survey		PDD	<b>Target:</b> 75% <b>Result:</b>	<b>Target:</b> 75% <b>Result:</b> TBC	75%	75%	

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

Ref	Performance Indicator	2013-14 Result	2014-15 Result	2015-16 Target	16-17 Target	Action Ref
<b>Culture &amp; Venues</b>						
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
<b>Corporate Indicators</b>							
<b>NEW</b>	The number of working days/shifts per full-time equivalent (FTE) lost due to sickness absence	Corporate	<b>Target:</b>	<b>Target:</b> 6 <b>Result:</b> 4.22			
<b>NEW</b>	% PPDR Completion	Corporate	<b>Target:</b>	<b>Target:</b> 90% <b>Result:</b> 97.2%			