
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.

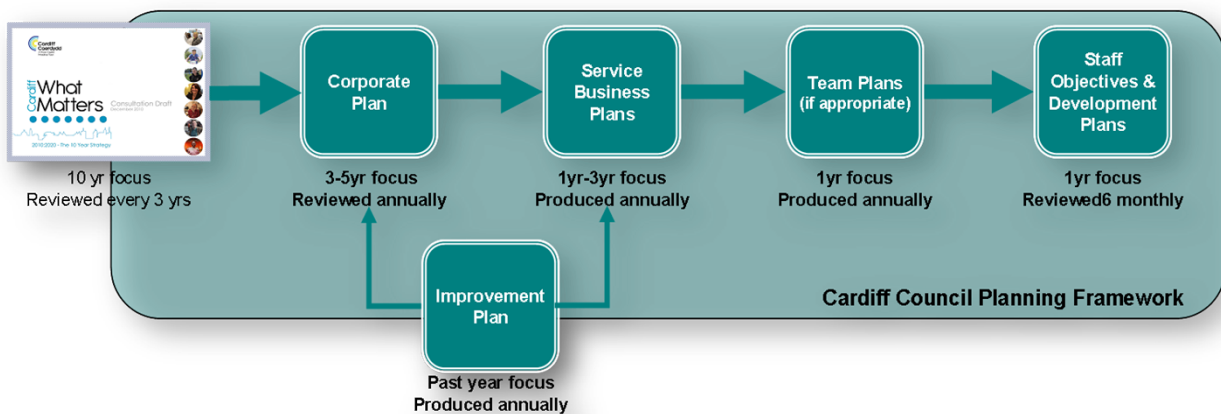
Background

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