

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

3 June 2014

ECONOMIC DEVELOPMENT DIRECTORATE DELIVERY PLAN

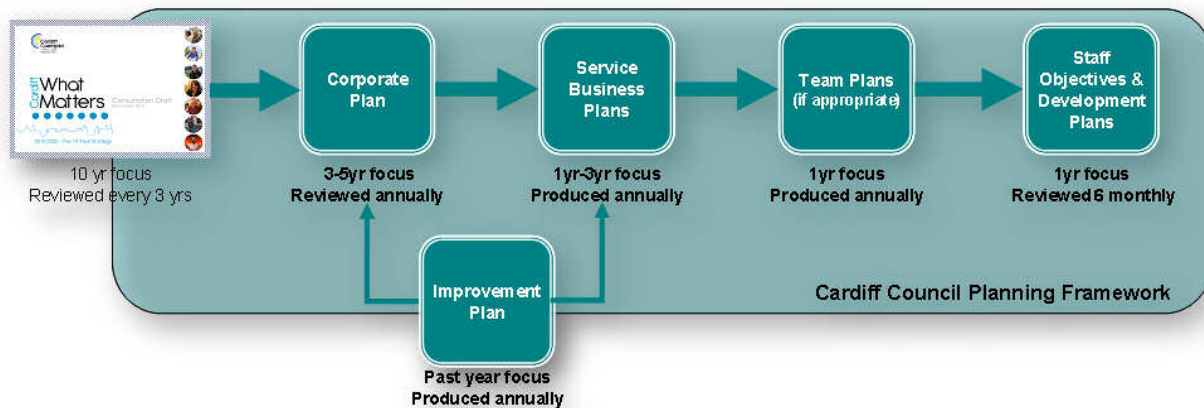
Reason for the Report

1. To enable Members to gain an overview of those sections of the Economic Development Directorate that fall under the remit of this Committee. Other sections of the Plan will be scrutinised by those Committees with the relevant terms of reference. In addition, this item will enable the Committee to scrutinise the Directorate's key achievements during 2013/14, its contribution to delivering the Council's Corporate Plan 2014-17 as well as to delivering the Organisational Development Programme, and the challenges it faces as a service.

Background

2. The remit of this Committee includes the following areas of the Economic Development Directorate:
 - Strategic Estates
 - International Policy.
3. The Corporate Plan 2014-17 was approved at Council on 27 February 2014. It set out three key priorities for Cardiff:
 - Economic development as the engine for growth and jobs;
 - Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond; and
 - Supporting vulnerable adults, children and young people in times of austerity.
4. The accompanying report stated that as part of the integrated corporate approach to support the implementation of the Corporate Plan, Directorate Delivery Plans would be

developed containing more detailed objectives and outcomes. They would also further integrate financial and service planning. Directorate Delivery Plans should allow directorate, team and individual employee objectives to be aligned, thus supporting the Council's drive to improve. The Council's planning framework is set out below:



Issues

5. The Economic Development Directorate Delivery Plan is attached at **Appendix A**.

Following a standard format, it covers:

- Directorate Introduction
- Priorities
- Achievements in 2013/14
- Resources – Staff (e.g. number of Full Time Equivalent posts, staff composition, estimated leavers and number of vacant posts)
- Resources - Finance
- Action Plan and Performance Measures, including:
 - I. Corporate Plan and Cardiff Partnership Priorities
 - II. Key Management Priorities
 - III. Planning for the Future
 - IV. Key Performance Indicators.

6. The Committee may be interested in the following actions and directorate commitments:

- ED33 Establish Cardiff's commitment to city networks (**Appendix A, page 20**);

- ED43 Progress a new Strategy for operational property (**Appendix A, page 22**);
- ED44 Progress a new Strategy for non-operational property (**Appendix A, page 22**);
- ED45 Progress a new Strategy for public sector property collaboration (**Appendix A, page 22**);
- ED46 Implementation of new property management improvement system (**Appendix A, page 22**);
- ED50 Explore alternative Strategic Property Partnership (**Appendix A, page 23**).

Previous Scrutiny

7. In April 2013, this Committee heard from officers about a review of the Council's Non-Operational Estate which had been undertaken. The Committee has asked to consider the full draft decision report prior to its presentation to Cabinet. The report has not yet been finalised. Indications are that this will now be available for Scrutiny in September 2014.

8. Members will also recall that the Committee considered proposals to create an Organisational Development Programme in May 2014. Five Programmes have been created underneath this, one of which is the Assets and Infrastructure Programme, led by the Director for Economic Development.

Scope of the Scrutiny

9. This item will provide the Committee with an opportunity to gain an understanding of the operations of the Directorate and its objectives for this year. It will also enable Members to enquire as to:
 - i. How the Directorate is supporting delivery of the Corporate Plan and the Council's three key priorities;
 - ii. How the Directorate is contributing to the delivery of the Organisational Development Programme;
 - iii. How the Directorate is planning for the medium term;

- iv. The key challenges facing the Directorate and how it is planning to meet them;
- v. The Directorate's resource levels and workforce planning;
- vi. How it has been determined that the actions included in the Action Plan will help either improve the service, make it more effective, or enable it to deliver within the Council's financial context;
- vii. How performance indicators and targets have been selected.

Way Forward

10. The Portfolio of the Leader, Councillor Phil Bale, includes International Policy, while the Portfolio of the Cabinet Member for Corporate Services and Performance, Councillor Graham Hinchey, includes Property and Asset Management, so both have been invited to attend for this meeting. Neil Hanratty, Director, Economic Development, will be in attendance to answer Members' questions.

Legal 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 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

12. 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

13. The Committee is recommended to:

- i. consider the information presented to them in this report and at the meeting;
- ii. decide whether it wishes to build any of the issues discussed into its work programme for 2014/15;
- iii. decide whether it wishes to make any recommendations to the Cabinet.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

28 May 2014



Economic Development Directorate Delivery Plan 2014-2017

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Key Performance Indicators

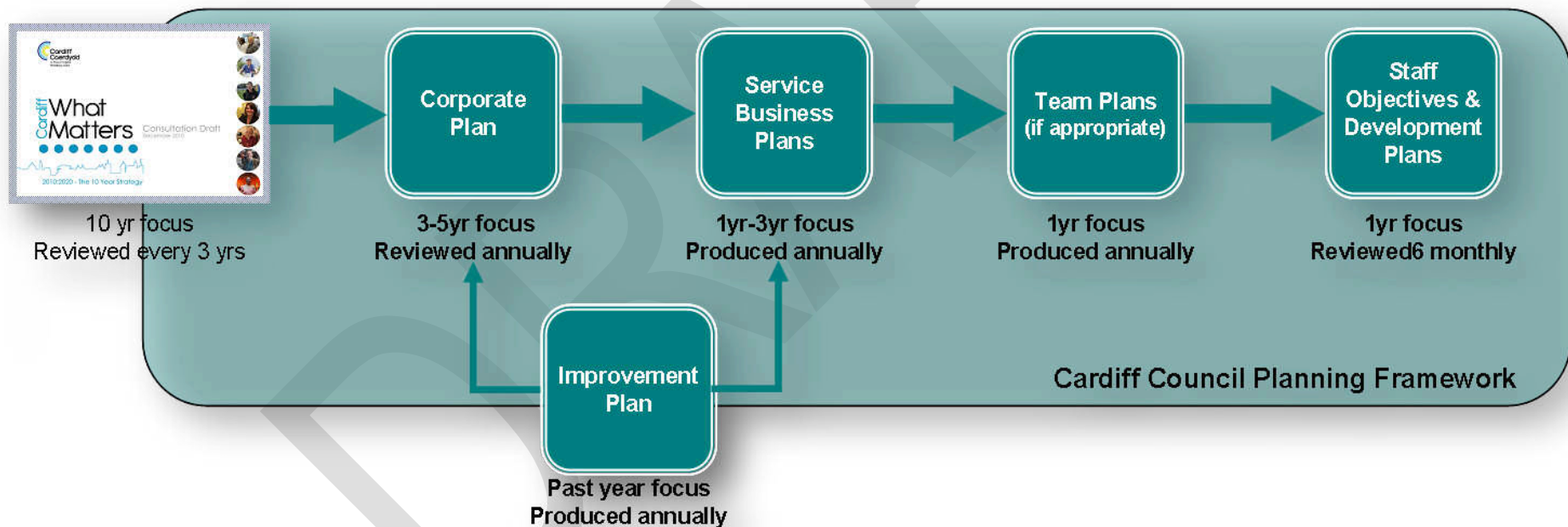
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Introduction

Cardiff's Corporate Plan 2014-17 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 2014-15 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 2013-14 and presents the service's priorities and commitments for 2014-15. 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



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.

Key Issues

Increasing the number of jobs and growing Cardiff's economy are essential to our aim of improving the quality of life for people in our nation's capital. The Council is committed to helping to create the conditions that will enable businesses to succeed and for more and better jobs to be created.

Despite the continuing economic downturn the Cardiff economy has proven to be relatively resilient, and since May 2012 the number of people in employment in the city has risen by around 7,000, whilst the number of visitors to the city has also increased year on year. Other indicators, such as Cardiff's high skills levels and fast growing young population, suggest that this resilience will be sustained, and that Cardiff can lead the economic recovery for the whole country.

Whilst Cardiff's economy has continued to grow in recent years concerns regarding unemployment, and youth unemployment, remain. The unemployment rate in Cardiff is currently just under 4% using claimant rate data, with a significant number being young people in the city. Furthermore, other indicators show that the city slipped in the UK competitiveness rankings during the past ten years, and overall economic output per head fell close to the UK average.

During the past decade, Cardiff has underperformed in attracting new jobs and investment. In addition, the city in comparison with its rivals in England and across the UK has relatively low levels of business density, low levels of business birth, and low numbers of listed businesses. These are fundamental issues that the Council will work with the private sector to try to address.

The vision for Cardiff is to establish the city as one of Europe's most liveable Capital cities. In the last 10 years Cardiff benefited from investment in the city which saw visitor numbers increase and the city develop a good reputation as a modern, thriving and vibrant place. The aim is to capitalise on this success to deliver improved job prospects and opportunities for all people in Cardiff.

In order to deliver projects linked to our strategic priorities we will commit to exploring new ways of working, including looking at:

- Alternative models
- Cardiff Business Council
- Other private sector partnerships
- New Property Strategy and refreshed asset management plan
- Advertising Strategy
- European Structural Funds

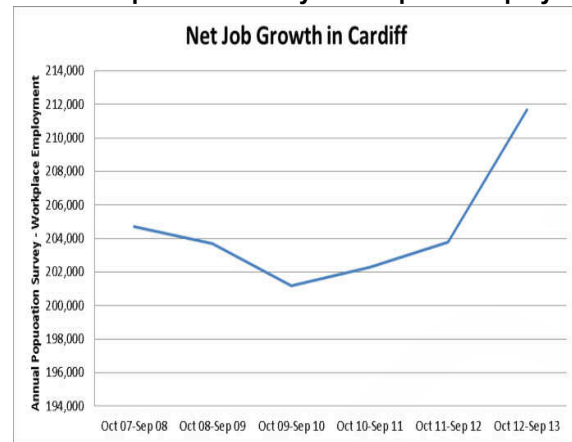
Core Business

Our new team 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. Together we will help to facilitate development, attract 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 the following data:

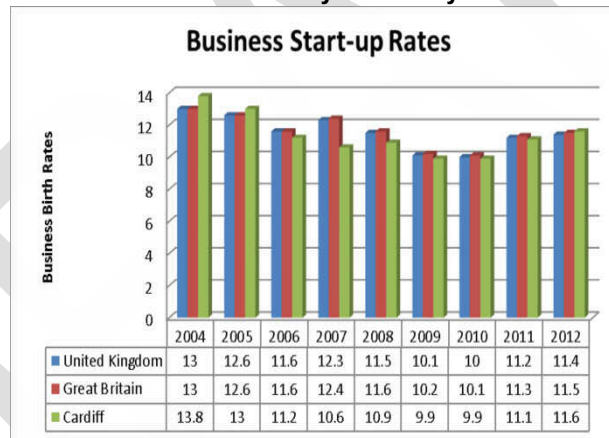
Net job growth in Cardiff

Annual Population Survey – Workplace Employment

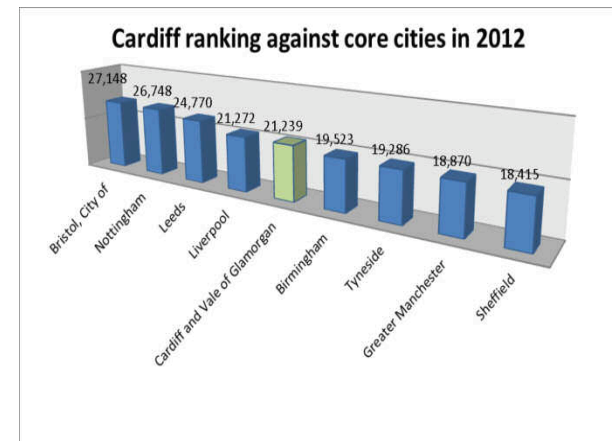


Business start-up rates

Business birth rates by area and year



Cardiff ranking against core cities (GVA per capita)



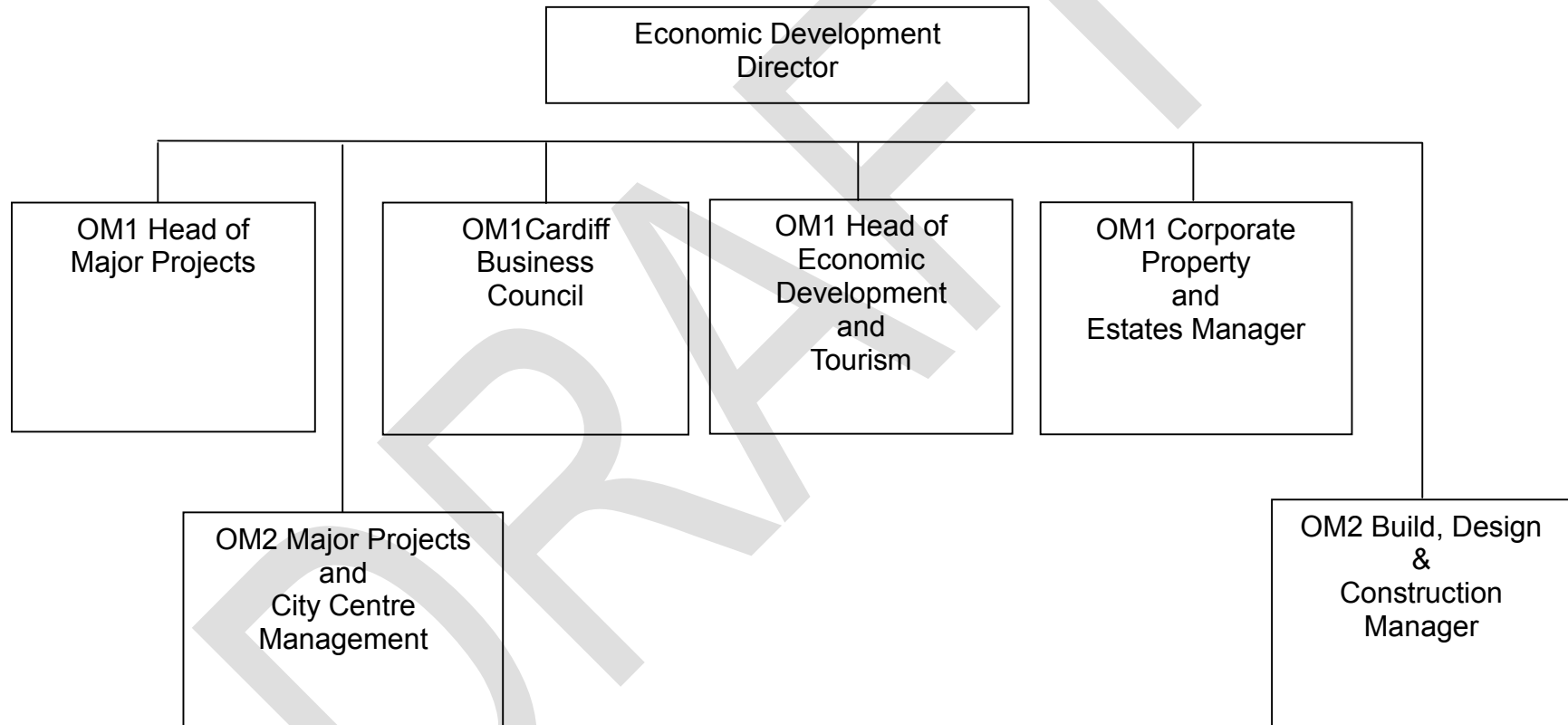
Our Achievements during 2013-14

- Established the Cardiff Enterprise Zone strategy and lobbied for Assisted Area Status funding designation.
- Undertook a detailed consultation, Rebuilding Momentum, as the basis for a new economic vision.
- Established the Cardiff Business Council, a new public-private body to represent the interests of businesses and to market and promote the city.
- Established the Super Connected Cities project and launched the Digital Grant Scheme, the Digital Showcase and public Wi-Fi.
- Improved links with Welsh Government sector teams and key anchor companies by hosting events and raising awareness of available funding. The work of our team has also led to more than 1,000 jobs created or safeguarded, with 239 businesses assisted.
- Established a new Cardiff Film unit.
- Developed Fobs Factsheets on local employment opportunities for school career advisors.

- Successful integration of 4 tourism teams (TIC, CBVC, Cardiff & Co plus Cardiff Tourism Development & Visitor Services), resulting in reduced duplication and streamlining of operations.
- Cardiff's visitor economy hit £1 billion mark – growth of 3% from 2012. From 2003 to 2012 Cardiff saw an increase in visitor expenditure of 59%, and visitor numbers rose by 46% over the same period.
- During the financial year 2013/14 Strategic Estates secured an increase in rent of circa £130,000 from rent reviews, lease renewals and new lettings.
- Strategic Estates disposed over 24 properties/sites ranging from development land to small buildings realising a total capital receipt of £9.4million.
- The non-operational estate contributed £1.5 million to the disposal schedule through sales to tenants, release of covenants and sale by auction.
- Office Rationalisation implementation: 11 buildings have closed which has generated £500k capital receipts and £433k revenue savings.
- The Cardiff Pointe residential scheme has commenced and the new Ice Rink development has started on site.
- Measures were put in place to secure the Coal Exchange and work to develop a viable future for the building has been progressed.
- Established a strategic master-plan for the city centre and Bay.
- Cabinet agreement secured for the Council to undertake and conclude all aspects of the procurement of a multipurpose arena complex.
- A new strategy for the development of Cardiff Bay as a visitor destination has been developed.
- The Council has secured control of the Central Square area and work is progressing to deliver the regeneration scheme.
- PDD were engaged on over three hundred projects ranging from minor specialist surveys to multi million pound new build schools.

Resources

Economic Development Management Team Structure – March 2014



Staff

	%	No.
FTE Posts		
Occupied Posts excluding casual posts	N/A	119.93
Number of Staff		
Headcount, including Temp and Perm staff. Excluding Casuals	N/A	132
Male		
Total number based on headcount, excluding casuals	58.33%	77
Female		
Total number based on headcount, excluding casuals	41.67%	55
Temp Contracts	4.44%	6
Perm Contracts	95.56%	129
Estimated Leavers	5.93%	7
Staff who have left the authority (individual posts)		
Estimated Retirements	1.69%	2
65+ used (as no retirement age.)		
Vacant Posts		
Total number based on all vacant posts (funded or not); casual posts excluded	19.88%	32

Age Profile / Breakdown	16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
Percentage of Staff	0	0	25.76	27.27	21.97	24.24	0.76	0
Number of Staff *	0	0	34	36	29	32	1	0

Key Context and Challenges

Sickness Absence: Economic Development is a new directorate created in 2013/14. The directorate currently employs 132 staff, including Temp and Permanent staff, across all 5 teams. In terms of key challenges in managing the directorate resources, although sickness absence rates were low last year (4.74 days lost per full time equivalent as at February 2014) given the small number of staff an increase on last year's figures could impact on our ability to deliver priorities. Management team will continue to manage levels of sickness absence through increased monitoring and support.

Personal Performance & Development Reviews: Last year we initiated personal performance and development reviews with 96% of staff. We will endeavour to ensure that all staff complete a personal performance & development review in 2014/15 to clearly understand their individual or team responsibility to support the strategic priorities.

Employee Budgets: The employee budget for 2014-15 is £4.833 million (compared to £5.327 million for 2013/14). The table below shows the expenditure analysis across the directorate.

	Management & Support	Business & Investment	Major Projects	Construction Design	Property	Service Total
	£000	£000	£000	£000	£000	£000
Expenditure 2013/14 Employees	185	1,434	788	1,909	1,011	5,327
Expenditure 2014/15 Employees	185	1,230	580	1,908	930	4,833

Like all directorates in Cardiff Council, 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. Prior to the Economic Development revenue budget being set for 2014-15, we had to find savings of £1,546,000.

We will achieve this by:

- Capitalisation of various posts across the Service Area - £226k
- Reduction in a number of revenue budgets - £534k
- Reduction in staff - £219k
- Reduced staff costs / hours - £162k
- Increased income in Strategic Estates and Economic Development - £313k
- Reduced service / provision in the City Centre - £55k
- Event income - £37k

Total savings = £1,546,000

The net controllable budget for 2013-14 was £1,709,690. However when the savings target was calculated a number of exclusions applied namely property income. The consequence of this was that the net controllable budget increased to £3,144,886 on which savings of £1,546,000 saving were required equating to 49%.

Finance

REVENUE BUDGETS	BUDGET 2014/15		
	Gross Expenditure £'000	Income £,000	Net £'000
Senior Management	227	0	227
Business & Investment	2,716	(1,396)	1,320
Major Projects	2,600	(950)	1,650
Construction & Design	2,120	(2,120)	0
Property	1,724	(4,322)	(2,598)
Total - Directorate	9,387	(8,788)	599

Key Context & Challenges

As a consequence of the savings the net controllable budget for 2014-15 is now only £599k compared to £1,709,000 in 2013-14. The controllable budget is calculated as follows:

£1,709,000	Net Controllable budget 2013/14
<u>-£1,546,000</u>	Savings 2014/15
<u>£163,000</u>	
£200,000	Additional Business Council budget
£146,000	ISV Offices income write out
<u>£90,000</u>	Various other alterations
<u>£599,000</u>	Total Net Controllable Budget 2014/15

Action Plan and Performance Measures

Part 1 – Corporate Plan and Cardiff Partnership Priorities

Action		F&ED1	Appoint a partner to begin the development of a Multipurpose Arena in 2014		
Link to Medium Term Financial Strategy		Private sector funding. Capital Programme £15m. Capital receipts.			
Partners		Private Sector			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
ED1	Procure a development partner	Tim Levenson	Q1	Consider procurement options	
			Q2	Progress formal procurement process	
			Q3		
			Q4	Appoint a partner	
ED2	Secure a preferred site	Tim Levenson	Q1	Identify potential site	
			Q2	Process legal agreements on preferred site	
			Q3		
			Q4		
ED3	Secure an operator	Tim Levenson	Q1		
			Q2	Progress formal procurement process	
			Q3		
			Q4		

Action		F&ED2	Facilitate the start of the development of Capital Square in 2014		
Link to Medium Term Financial Strategy		Capital Programme £10m. Capital receipts and contributions			
Partners		Private Sector, Network Rail, Taxis, Bus operators			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
ED4	Progress Master Plan for Capital Square	Tim Levenson	Q1	Develop and agree master plan and phasing	
			Q2	Obtain Cabinet approval for Master Plan	
			Q3	Agree detailed development programme	
			Q4		
ED5	Secure a major occupier	Ken Poole	Q1	Monitor office investment activity to identify contenders	
			Q2	Meet and present to prospects	
			Q3	Introduce prospects to a developer / scheme	
			Q4	Take forward a developer, occupier and scheme	
ED6	Deliver Public Realm Design	Tim Levenson	Q1	Work with developer on constraints mapping exercise	
			Q2		
			Q3	Work with developer to develop design	
			Q4	Begin to implement scheme	
ED7	Develop Options for a new Integrated Transport Hub	Claire Moggridge	Q1	Agree approach to relocation of bus station and taxis in line with master plan	Bus operators agree options / Cabinet approval
			Q2	Identify required modifications to the bus network	
			Q3	Consult transport operators on the options	
			Q4	Cabinet approval of preferred option for Integrated Transport Hub	

Action	F&ED3	Deliver with partners 200,000 square foot of Grade A office accommodation in the Cardiff Enterprise Zone by 2016		
Link to Medium Term Financial Strategy	Capital Programme, £10m. Capital receipts and contributions			
Partners				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
ED8	Progress Public Sector Hub Proposals	Ken Poole	Q1 Bring together Government Departments in London presentation	EEI001 ED004
			Q2 Identify shortlist of occupiers	
			Q3 Progress at least one business case	
			Q4 Secure anchor tenant	

Action	F&ED4	Agree with partners a plan for the redevelopment of the Coal Exchange by the end of 2014		
Link to Medium Term Financial Strategy	European / WG grant bids. Capital receipts from non-operational property			
Partners	Welsh Government, CADW, HLF, Private Sector			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
ED9	Developing a strategy for refurbishment of the Coal Exchange	Claire Moggridge	Q1 Review options	
			Q2	
			Q3 Agree Strategy and seek Cabinet approval if required	
			Q4 Secure development partner	
ED10	Progress the refurbishment of Bute Street Station to bring back to operational use	Claire Moggridge	Q1 Negotiate acquisition	Acquire building
			Q2 Acquire site	
			Q3 Identify required restoration work	
			Q4 Progress required restoration work	

ED11	Progress the refurbishment of Merchant Place	Ken Poole	Q1	Explore development options and costs	ED004 ED006
			Q2	Identify preferred scheme	
			Q3	Help raise funding and identify occupier	
			Q4		
ED12	Progress the redevelopment of James Street Site	Tim Levenson	Q1	Identify option	
			Q2		
			Q3	Secure development partner	
			Q4	Submit planning application	

Action	F&ED5	Deliver the Super Connected City Programme by March 2015			
Link to Medium Term Financial Strategy	Capital Programme - £9m grant and existing revenue budgets				
Partners					
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
ED13	Wireless Concession (Street WiFi)	Ken Poole	Q1	Complete and sign off phase 1 (City Centre)	Grant Agreement
			Q2	Complete and sign off phase 2 (Cardiff Bay)	
			Q3	First Small Cell trials	
			Q4	Review Impact and benefits of the Wireless Concession and Street WiFi	
ED14	Cardiff Connection Voucher Scheme	Ken Poole	Q1	Achieve 250 voucher applications from SMEs	Grant Agreement F&ED F
			Q2	Achieve 400 voucher applications from SMEs	
			Q3	Achieve 400 voucher applications from SMEs	
			Q4	Achieve 250 voucher applications from SMEs Complete and close voucher scheme	
ED15	Digital Cardiff Showcase Centre	Ken Poole	Q1	Achieve 455 visitors to the centre	Grant Agreement
			Q2	Achieve 491 visitors to the centre	

			Q3 Achieve 1117 visitors to the centre	
			Q4 Achieve 605 visitors to the centre	
ED16	Bus WiFi	Ken Poole	Q1 Complete procurement process of Public transport WiFi Solution	Grant Agreement
			Q2 Complete installation of phase 1 - 200 buses	
			Q3 Complete installation of phase 2 – 30 buses	
			Q4 Monitoring reports on usage, passenger numbers and benefits to bus operators	
ED17	Public Building WiFi	Ken Poole	Q1 Complete procurement process	Grant Agreement
			Q2 Complete installations to 50 buildings	
			Q3 Complete installations to 100 buildings	
			Q4 Complete installations to 50 buildings	
ED18	Internet Exchange	Ken Poole	Q1 Facilitate set-up of Cardiff Internet Exchange Co Ltd	Grant Agreement
			Q2 Launch of Cardiff Internet Exchange	
			Q3 Attract 20 members for Capital Cardiff Peering Facilities Grant	
			Q4 Attract 20 members for Capital Cardiff Peering Facilities Grant	

Action	F&ED6	Complete the development of the new ice rink and residential development in the International Sports Village by 2016		
Link to Medium Term Financial Strategy	Part of Development Agreement			
Partners	Greenbank Partnership Ltd, Kier Construction, Bellerophon, Bouygues			
Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
ED19	Progress construction of Ice Arena	Tim Levenson	Q1 Resolution of drainage / estate issues Work with developer / contractor	
			Q2 Progress development	

			Q3	Progress development	
			Q4	Progress development	
ED20	Progress construction of open market housing	Tim Levenson	Q1	Resolution of drainage / estate issues Work with developer / contractor	
			Q2	Progress development	
			Q3	Progress development	
			Q4	Progress development	
ED21	Progress construction of affordable housing	Tim Levenson	Q1	Resolution of drainage / estate issues	
			Q2	Progress development	
			Q3	Progress development	
			Q4	Progress development	

Action	F&ED7	Attract 1,000 member to the Cardiff Business Council and secure more than £250,000 of private sector funding, per annum, by 2016			
Link to Medium Term Financial Strategy	Existing revenue budgets and private funding				
Partners	WG, business academics, third sector, community business and tourism				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
ED22	Raise profile of the organisation to attract membership and investment	Louise Prynne	Q1	Official launch of Cardiff Business Council	Cardiff Business Council Business Plan - year one roll out ED009 ED010
			Q2	Deliver a programme of regional national and international events to promote the city	
			Q3	Deliver a programme of regional national and international events to promote the city	
			Q4	Secure £250,000 of private sector funding and 1,000 members	
ED23	Develop a programme of strong consistent promotion of Cardiff and	Louise Prynne	Q1	Consult on new Cardiff Brand	ECR15a
			Q2	Develop brand and agree with Cabinet	

	the City Region as a business and tourist destination		Q3	Launch new suite of Cardiff websites namely visitcardiff.com, investincardiff.com and meetincardiff.com	
			Q4	Establish benchmark to measure effectiveness of adoption of the Cardiff brand	
ED24	Develop a new Tourism & Heritage Strategy	Heledd Williams	Q1	Consult with tourism industry, visitors and local stakeholders	
			Q2	Engage tourism industry, visitors and local stakeholders	
			Q3	Draft a new strategy	
			Q4	Seek Cabinet approval for new strategy	
ED25	Progress a Major Tourism Attraction at Cardiff Bay	Heledd Williams	Q1	Undertake competitor analysis	ECR15a
			Q2	Evaluate options	
			Q3	Develop business case	
			Q4	Secure funding	

Action	E&LL13	To deliver Education and Lifelong Learning's Schools Organisation Programme			
Link to Medium Term Financial Strategy	Planned expenditure of CC / WG's 21st Century School funding				
Partners	Education, WG				
Ref	Directorate/Service Commitments	Officer Responsible	Milestones		Performance Measures / Evidence Ref
ED26	Deliver the 2014/15 portion of the Schools Organisation Programme	Phil Dee	Q1	Complete design stage Of Mount Stuart Primary and Pontprennau Primary	Handover of completed schemes. Out to tender following design stage completion
			Q2	Completion of Ysgol Melin Gruffydd, Millbank Primary; complete design stage of: Adamsdown Primary, Gabalfa Primary, Ysgol Glan Ceubal,	
			Q3	Completion of Llanishen High phases 5-12, complete design stage of Coed Glas Primary, Herbert Thompson Primary, Ysgol Y Wern, St Mary the Virgin Primary	

			Q4 Completion of Hywel Dda Primary; complete design stage of: Four Wards schools, Eastern High School	
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Directorate/Service Priorities (core business)

Part 2 – Key Management Priorities

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
ED27	Achieve agreed Budget Savings of £1,546,000 in 2014/15.	Rob Ellis	Q1 Complete and implement approved restructure	Achieve 100% of savings by year end
			Q2 Monitor income	
			Q3 Monitor income	
			Q4 Monitor income	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
ED28	Increase the number and quality of jobs in the city economy)	Ken Poole	Q1 Work with Welsh Government Financial & Professional Services team on 2 strategic inward investment projects to Cardiff in the Financial Services sector.	ED004 ED002 EEI001
			Q2 Contact 20 companies outside of Cardiff in the Media, Financial Services and Manufacturing sectors with a view to attracting them to Cardiff. Confirmation of Tier 2 status.	
			Q3 Launch new investment brochure in Cardiff alongside a professional location advisor.	
			Q4 Attendance at 2 specialist sector exhibitions / shows to promote Cardiff inward investment.	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
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ED29	Progress a new Economic Vision	Ken Poole	Q1	Draft the vision in discussion with Senior Management and Cabinet	Vision Launched
			Q2	Consult on draft Vision through the 'Cardiff Convention'	
			Q3	Host 'Cardiff Convention' conference	
			Q4	Launch the vision	
ED30	Progress an Advertising Strategy	Ken Poole	Q1	Commence Work with Appointed Advertising Agent and other local authorities to gather evidence	
			Q2	Finalise Advertising Strategy	
			Q3	Deliver Strategy	
			Q4	Deliver Strategy	
ED31	Linking Education and Business Partnerships	Ken Poole	Q1	Prepare strategy paper	Business Governor in 100% of High Schools
			Q2	Link every Cardiff secondary school to a leading business or sports / cultural organisation	
			Q3	Develop consistent schools and business engagement framework	
			Q4	Ensure every High School has business governor	
ED32	Review the Film Unit to develop a more sustainable model of operation	Ken Poole	Q1	Revise performance	Establish self-funding model by end of year
			Q2	Monitor income	
			Q3	Monitor income	
			Q4	Monitor income	
ED33	Establish Cardiff's commitment to city networks	Ken Poole	Q1	Join the EUROCITIES network	
			Q2	Re-engage with Core Cities network	
			Q3	Attend EUROCITIES Annual Conference	
			Q4	Attend Cities of the Isles conference	
ED34	Progress a Business Improvement District approach to city centre management	Claire Moggridge	Q1	Agree business model	Achieve 'yes' vote from businesses
			Q2	Finalise detailed business case	
			Q3	Commence consultation on detailed proposal	
			Q4	Seek formal consultation / approval from business community	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref	
ED35	Grow commercial income generation from Street activation (activity sites)	Claire Moggridge	Q1	Carry out audit of existing sites and identify any other potential sites to develop a detailed business plan	Develop new pricing structure
			Q2	Review the existing usage and develop mechanisms to maximise usage	
			Q3	Market the facilities	
			Q4	Implement business plan and review usage	
ED39	Ensure recovery of fees to achieve financial viability	Phil Dee	Q1	Review of monthly meetings with Finance to ensure on target	Projection of 2014/15 outturn fee income versus total operational costs
			Q2	Review of monthly meetings with Finance to ensure on target	
			Q3	Review of monthly meetings with Finance to ensure on target	
			Q4	Annual review with Finance to ensure break-even position attained	
ED40	Maintain ISO 9001 accreditation	Phil Dee	Q1	BSI annual audit on 13-14 performance and OFIs arising; internal audits on CDM compliance, cost management, the construction process	Scheduled internal audits and external BSI annual audit
			Q2	Internal audits on work environment and infrastructure, management responsibility	
			Q3	Internal audits on contract administration and management, drawing control (Construction Management)	
			Q4	Internal audits on drawing control (Design), business continuity planning and BSI audit on 14/15 performance	
ED41	Implement Building Information Modelling into PDD working practices	Phil Dee	Q1	Installation of new hardware capable of running Revit , in-house training sessions	Progress benchmarked against BIM Implementation
			Q2	Training sessions to create NBS office standards and Employer's Requirements	

			Q3 Training sessions, implement new file structure, transition from AutoCAD to Revit, review CLAW BIM Toolkit	Plan
			Q4 Client and FM awareness sessions, agree pilot scheme, review implementation plan and report to CLAW	
ED42	Establish follow-on series of framework agreements for PDD	Phil Dee	Q1 Formulate PQQ criteria, issue OJEU notice	Agreements in place at expiry of existing ones
			Q2 Filter PQQs, evaluate tender returns	
			Q3 ODR, standstill, award contracts	
			Q4 Monitor progress of new partners, assesse feedback	

Ref	Directorate/Service Commitments	Officer Responsible	Milestones	Performance Measures / Evidence Ref
ED43	Progress a new Strategy for operational property	Charles Coats	Q1 Develop strategy	
			Q2 Secure Cabinet approval of strategy	
			Q3 Implement agreed strategy	
			Q4 Implement agreed strategy	
ED44	Progress a new Strategy for non – operational property	Charles Coats	Q1 Develop strategy	
			Q2 Secure Cabinet approval of strategy	
			Q3 Implement agreed strategy	
			Q4 Implement agreed strategy	
ED45	Progress a new Strategy for public sector property collaboration	Charles Coats	Q1 Develop strategy	
			Q2 Secure Cabinet approval of strategy	
			Q3 Implement agreed strategy	
			Q4 Implement agreed strategy	
ED46	Implementation of new property management improvement system	Charles Coats	Q1 Prepare a business case	
			Q2 Secure relevant approvals	
			Q3 Secure funding	
			Q4 Implement funding	
ED47	Implement strategy for development	Charles	Q1 Conclude negotiations with tenants	

	of the Cardiff Central Market	Coats	Q2	Finalise National Association of British Market Authorities (NABMA)Health Check of market management practices and implement recommendations	
			Q3	Determine programme of market refurbishment for future years implementation.	
			Q4	Commence implementation of new ways of working and market promotion.	

Directorate/Service Priorities (core business)

Part 3 - Planning for the future

Ref	Potential Impacts	Officer Responsible	Mitigating Actions	Performance Measures / Evidence Ref
ED48	Explore alternative model - BID approach to the City Centre	Claire Moggridge	Liaise with other local authorities who currently have successful BIDs in operation. Progress a detailed business plan and develop programme for the implementation of a BID. Carry out consultation with city centre businesses and stakeholders.	Develop ballot proposal
ED49	Explore alternative model – Cardiff Regeneration Vehicle	Neil Hanratty	Explore the potential for a public-private partnership approach to the delivery of major regeneration projects..	
ED50	Explore alternative model – Strategic Property Partnership	Charles Coats	Develop a business case for the development of a strategic property partnership approach to the management and maintenance of the Council's estate.	
ED51	Need for increased regional collaboration	Ken Poole	Develop a number of pathfinder projects to examine new ways of delivering economic development across the Cardiff city-region with Welsh Government.	

ED52	Accessing new funding	Ken Poole	Review current arrangements and explore the potential for establishing a European Advice and Business Centre to assist a wide range of businesses, social enterprises and co-operatives in accessing European funds.	
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Directorate/Service Priorities (core business)

Key Performance Indicators – to measure Corporate Priorities

Ref	Performance Indicator	Supports Priorities in the following strategies	2013-14 Outcome	2014-15 Target	2015-16 Target	2016/17 Target	Action Ref
ED004	The number of businesses supported by the Council	Outcome Agreement	Target: 50 Result: 239	50	50	50	F&ED3 F&ED4
ED002	Number of new and safeguarded jobs in businesses supported financially by the Council	Outcome Agreement	Target: 500 Result: 870	500	500	500	ED28
EEl001	Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	Outcome Agreement	Target: 1,000 Result: 1,036	1,000	1,000	1,000	F&ED3 ED28
ED005	The amount of 'Grade A' office space committed to in Cardiff	Outcome Agreement / Improvement Plan	Target: 100,000 sq ft Result: 278,182 sq ft	100,000sq ft	100,000sq ft	100,000sq ft	F&ED3
ED003	The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales	Outcome Agreement	Target: 20% Result: 33%	20%	20%	20%	
ED006	The amount of grant aid and private sector finance attracted by companies assisted by the Council	Outcome Agreement	Target: £1million Result: £3,111,740	£2 million	£2 million	£2 million	F&ED4
NEW/ F&ED A	The total number of people employed in Cardiff	Outcome Agreement / Improvement Plan	Target: Baseline 2013 Result:	+2,000	+2,000	+2,000	

			211,700				
NEW/ F&ED B	Business Start-up rates (results per 10,000 of population)	Corporate Plan 2014 / Improvement Plan	Target: Baseline 2012 Result: 50	50	50	50	

Ref	Performance Indicator	Supports Priorities in the following strategies	2013-14 Outcome	2014-15 Target	2015-16 Target	2016-17 Target	Action Ref
F&ED C PED01 3	Staying Visitors	Corporate Plan 2014	Target: 1,904,748 Result: 1,914,700	1,942,842.9 6 (2% growth per annum)	2%	2%	
ECR15 a	Number of Visitors to the City	Improvement Plan	Target: 19,074,000 Result: 18,980,900	19,455,480 (2% growth per annum)	2%	2%	F&ED7
NEW/ F&ED D	GVA per capita (above UK average)	Corporate Plan 2014	Target:100% Result: 99.7% (21,239)	Target:100% Result: 98%	98%	98%	
NEW/ F&ED E	Unemployment	Corporate Plan 2014	Target: Result: 3.9%	(below Welsh av)	(below Welsh av)	(below Welsh av)	
NEW/ F&ED F	Superfast broadband penetration for homes and businesses in Cardiff (by 2016)	Corporate Plan 2014 / Improvement Plan	Target: 100% Result: 93%*	100%	n/a	n/a	F&ED5
NEW/ ED009	Grow membership of the Cardiff Business Council to 1,000 members (by 2016)	Improvement Plan	Target: 1,000 Result: 0	1,000	n/a	n/a	F&ED7
NEW/ ED010	Attract £250,000 of private sector funding towards the delivery of a new approach to marketing Cardiff (by 2016)	Improvement Plan	Target: £250,000 Result:	£250,000	n/a	n/a	F&ED7

			£75,000				
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* Results available as at quarter 3.

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Operational Performance Measures

Ref	Performance Indicator	Measures for BAU activities	2013-14 Outcome	2014-15 Target	2015-16 Target	2016-17 Target	Action Ref
CCM001	City Centre Footfall	City Centre Management	Target: 38,258,000 Result: 41,500,000	40 million	1%	1%	
ED007	The percentage of Council workshops let.	Economic Development	Target: 90% Result: 85.1%	90%	90%	90%	
ED008	The advertising value equivalent (AVE) of marketing articles.(now includes online articles)	Economic Development	Target: £2.5m Result: £3.1 million	£2.5 million	£2.5 million	£2.5 million	
DC05	Percentage time booked to non chargeable Activities for fee earners i.e., QA, holidays, sickness, other overheads Target – less than 30%	PDD	Target: 30% Result: 30.50%	30%	30%	30%	
DC2	DCM End User Satisfaction Survey	PDD	Target: 75% Result: 80.94%	75%	75%	75%	
DC2A	DCM Internal Client Satisfaction Survey	PDD	Target: 75% Result:	75%	75%	75%	
DC3	Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	PDD	Target: 80% Result:	80%	80%	80%	

			50%				
DC4a	Percentage of Schemes where final account does not exceed the contract sum by more than 5%	PDD	Target: 100% Result: n/a	100%	100%	100%	
NEW/ ED011	Customer Satisfaction (Workshop Tenants)	Economic Development	New	75%	75%	75%	
NEW/ ED012	Customer Satisfaction (Businesses)	Economic Development	New	75%	75%	75%	

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