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AGENDA

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 6 JUNE 2019, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Howells (Chair) Councillors Henshaw, Gordon, Gavin Hill-John, Parkhill, Robson, Sattar, Stubbs and Simmons

*Time
approx.*

1 **Appointment of Chair & Committee Membership**

The Council at its meeting held on 23 May 2019 appointed Councillor Nigel Howells as Chair and the following Members to this Committee:

Councillor Gordon, Henshaw, Gavin Hill- John, Parkhill, Robson, Abdul Sattar, Simmons, and Stubbs

2 **Terms of Reference**

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

- Cardiff City Region City Deal
- Inward Investment and the marketing of Cardiff
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings

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- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

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

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

3 Apologies for Absence

To receive apologies for absence.

4 Declarations of Interest

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

5 Minutes (Pages 5 - 10)

To approve as a correct record the minutes of the meeting held on 9th May 2019.

6 Cardiff Sports (Pages 11 - 40)

4.35 pm

To carry out policy review and development/ pre-decision scrutiny of progress in delivering the Local Sports Plan and changes in the landscape of sport in Cardiff.

7 Economic Development Directorate Delivery Plan & Quarter 4/End of Year Performance (Pages 41 - 88)

5.30 pm

8 Correspondence Update (Pages 89 - 92)

6.00 pm

9 Work Programming (Pages 93 - 110)

6.05 pm

10 Way Forward

6.20 pm

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

11 Urgent Items (if any)

12 Date of next meeting

Thursday 4th July 2019 at 4.30pm.

Davina Fiore

Director Governance & Legal Services

Date: Friday, 31 May 2019

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

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ECONOMY & CULTURE SCRUTINY COMMITTEE

9 MAY 2019

Present: Councillor Howells(Chairperson)
Councillors Henshaw, Gordon, Gavin Hill-John, Parkhill, Robson
and Stubbs

73 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Sattar.

74 : DECLARATIONS OF INTEREST

None received.

75 : MINUTES

The minutes of the meeting held on 9 April 2019 were agreed as a correct record and signed by the Chairperson.

76 : CARDIFF HARBOUR AUTHORITY: WELSH GOVERNMENT REVIEW

The Chairperson advised that this item gives Members the opportunity to consider the emerging findings of the most recent review on the Harbour Authority arrangements and to pass on Committee's comments, observations and any recommendations to Cabinet.

The Chairperson welcomed Councillor Peter Bradbury (Cabinet Member – Culture & Leisure), Neil Hanratty (Director of Economic Development) and Jon Maidment (Operational Manager – Cardiff Harbour Authority) as well as Howel Jones, from Local Partnerships, who undertook the review. Mark Williams from Welsh Government has given his apologies and has said he will make himself available should Committee like him to attend a subsequent meeting and that he is happy to respond to any written queries in the meantime.

The Chairperson invited Councillor Bradbury to make a statement in which he said that this work was initiated by the Welsh Government to determine whether money spent on the Cardiff Harbour Authority is efficient. Cardiff Council's view is that it is, statutory guidelines have been adhered to, and savings are found where possible and statutory duties are carried out. Cardiff Council has cooperated with Welsh Government throughout the process.

Members were provided with a presentation by Howel Jones after which the Chairperson invited questions and comments from Members;

Members asked why funding had been changed from 3 yearly to annual and were advised that yearly extensions were given until the review was undertaken. The Cabinet Member stated that they would always want a 3 year settlement.

Members requested that there would be no change to the fish pass and asked if consideration had been given to stopping the barrage altogether. The Cabinet Member stated that the review was being undertaken to make sure Cardiff is meeting the statutory requirements of the Act; Local Partnerships were asked by the Welsh Government to undertake the review to ensure Cardiff is performing its duties and providing value for money to the tax payer. The wider environmental issues would require Westminster and Welsh Government to repeal the Act and that is not in the remit of this committee. Members were advised that there was no suggestion of stopping the fish pass, but information gathered shows times when the fish pass is not used so to save energy the fish pass could be operated more intelligently.

Members asked if part of the review's remit was to talk to users of the harbour authority regarding income generation, business interests and costs. Members were advised that they hadn't been spoken to for the review but their previous reviews had been reflected upon.

Members referred to Asset plans for the Bay and noted that the Task and Finish Inquiry undertaken in 2010 had touched on the Graving Docks; Members asked if this was considered an asset. Members were informed that yes it was and it was a specialist area, it was important to determine what the best use could be made of the Graving Docks.

Members noted the contingency fund now being only £40k and asked if there was any merit in not having a contingency fund and revisiting the agreement so that liability is shared if something happens. Members were advised that this may well be something that happens in the future.

Members referred to funding being transferred to Cardiff Council and asked if there were risks associated to this. The Cabinet Member said there were pros and cons; the control of the asset management plan would be useful but there would be concerns, the grant would need to be transferred for a number of years and not top sliced each year. There had been cuts of 66.2% and Cardiff was still meeting its statutory requirements under extreme financial pressures. The Cabinet Member stated that he would have liked a civil servant from Welsh Government to be at the meeting to have some answers as to where the funding sits. It was clarified that the reason there was no Welsh Government representative in attendance was that the report was not yet final. Officers added that asset renewal was a critical area, the infrastructure is unique but ageing, it needs to be assessed and inform the capital programme going forward.

Members asked if a condition survey had been undertaken and were advised that one had been done internally but external help was needed to help develop a brief to go to market.

Members asked if any work had been done on drawing out expenses such as service level agreements and whether there had been any benchmarking undertaken on service level agreements. Officers advised that no benchmarking as such had been done but there was a level of due diligence that officers would look at i.e. Cleansing over a number of departments.

Members referred to the dissolved oxygen KPI, recognising that 100% was impossible to achieve and asked what would be achievable and what savings could be made. Officers advised that this was unclear at this time and there was a need to discuss this in detail and determine a level with Natural Resources Wales. Members asked that if the level is reduced then the operators are asked for input too.

Members asked if there was an appetite for the transfer of funding, the Cabinet Member said it would depend how it was funded, he would not want a battle every year, there would be pros with asset renewal but clarity was needed on the funding arrangements. He added that he hoped the report showed that Cardiff provides excellent services and this needs to be recognised.

Members asked if there was scope for more sport and water activities in the Bay. Officers advised that they are currently looking at opportunities to increase footfall for this summer and diversifying the offer.

Members asked about the timeline for agreeing the report and were advised that there was no specific timeline, but the report would be completed asap; final information was needed, checks for factual accuracy would be undertaken and the final report would be ready in a matter of weeks.

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

77 : DUMBALLS ROAD REGENERATION: UPDATE

The Chairperson advised Members that they would recall the update on the Dumballs Road regeneration scheme that they received in October 2018, with a presentation from Vastint taking them through their initial master-planning ideas. This report to Cabinet sets out the next steps and proposed timeline and seeks delegated authority with regards to negotiations to agree Heads of Terms for disposal of Council land.

The Chairperson welcomed Neil Hanratty (Director of Economic Development) and Chris Barnett (Project Manager) to the meeting. Councillor Goodway had given his apologies for the meeting.

The Chairperson invited Neil Hanratty to make a statement in which he said that this was a paving report, no significant decision had been made as yet, and this was an update from the previous report from Vastint. The site was now around 40 acres, it was semi derelict brownfield site and was a strategic site in the LDP and important to the Council in terms of its position and the ability to link the city centre and the bay. The intention was to deliver a mixed use urban village including 450 council owned units distributed across the site. The report provides an update on the commitments to seek authority to agree heads of terms. There were some challenges such as ongoing land assembly, 1 business still needed to be relocated and some title issues ongoing with the developer. With regards to timeline, this was scheduled for Planning in 2020 with construction starting in summer 2021.

The Chairperson invited questions and comments from Members;

Members noted that the delegation in the report was to Economic Development and asked if there was scope to involve the Cabinet Member for Housing and Communities in the decision making process. Members were advised that legal advice had stated that this stage of the process was for the Cabinet Member for Investment and Development, at a later stage it would be Cabinet Member for Housing and Communities.

Members asked if it was still the intention to have work space units for the creative industries and were advised that the intention was mixed use that was residential led. There would be opportunities for lots of use especially on ground floor level, including employment, cultural, leisure and office opportunity. There was a need to meet the LDP aspirations.

Members referred to the 1 business that needs to be relocated and asked for more information. Officers advised that the business was Biffa and a site had been identified at Lamby Way but there were issues with the costs and the grandfather rights on the site that were being worked through currently.

Members referred to the costs of managing vacant land etc. and asked how these were being met. Officers advised that all costs were being met by Vastint and there was no call on the Council budget for meanwhile use of land. Vastint want full contract and full title on the whole area.

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

78 : CABINET RESPONSE: WORKSHOPS & INNOVATION INQUIRY

The Chairperson advised Members that this item enabled Committee to receive the Cabinet response, agreed at their meeting in April, to the Inquiry into the Council's Workshops and Innovation Premises. Out of 9 recommendations, the Cabinet has agreed to 6 recommendations and partially agreed to 3.

The Chairperson welcomed Neil Hanratty (Director – Economic Development) and Jon Day (Operational Manager - Economic Policy) to the meeting.

Officers advised Members that even those recommendations that were partially accepted were very much welcomed, there was just a matter of caveats in how these are carried out especially with the public sector.

The Chairperson invited questions and comments from Members;

Members considered that the Council needs to decide what its role is in terms of sizes of spaces, currently there are a range of smaller units and the strategy could improve some and dispose of others. Members wondered whether the Council's role is to get them into private sector medium or even large units, or whether the Council has a small stock of that and that the response wasn't clear on the Council's position on this. Officers advised that there would always be a mixture, the Council would never be able to be the sole provider of the spaces; the report had looked at CBTC and the role of innovation and provision of small workshop space within that context.

There are Grow-On spaces and at Willowbrook there are significantly larger units too. There could always be more and a review will look at the workshop estate. A range of potential options and different types were being considered.

Members referred to recommendation 7 and noted that people need detailed local advice and knowledge and asked if Cardiff Council have the resource to provide this. Officers advised that there have been significant cuts in the initiatives budget which would include business advice. There is still an active role played by Economic Development in the property side, but for specific business advice, the Council's main role would be to signpost, as the majority of advice is available from others either directly or from grants.

RESOLVED: to note the Cabinet Response and receive a progress report in the implementation of agreed recommendations in 12 month's time.

79 : ANNUAL REPORT

Members were advised that this report seeks Committee's approval of the Committee's draft Annual Report 2018/19, prior to its presentation to Council.

The report lists all items considered from June 2018 – May 2019, and provides examples of the various types of scrutiny undertaken. The report concludes by setting out topics that the Committee has indicated a future scrutiny committee may like to include in its 2019-20 work programme.

Members were asked to consider the draft Annual Plan and suggest any amendments required.

Members noted that all future meetings would be webcast therefore statistics on webcast hits could be included in the Annual Report.

Members considered there could reference to Environmental Impact Assessments and the recently agreed Climate Change Emergency in the report and how the work of the Committee in 2018/19 has referenced the need for sustainable development. Members were advised that Environmental Scrutiny will be looking at the Climate Change Emergency issue and the findings can be shared with Committee. Members were advised this was something they as individuals could bear in mind when scrutinising issues as they would with equality.

RESOLVED: to approve the report for presentation to Council, scheduled for June 2019.

80 : CORRESPONDENCE REPORT

Noted.

81 : URGENT ITEMS (IF ANY)

None received.

82 : DATE OF NEXT MEETING

The next meeting of the Economy & Culture Scrutiny Committee is scheduled for Thursday 6th June 2019 at 4.30pm in Committee Room 4, County Hall, Cardiff.

The meeting terminated at 5.50 pm

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

6 JUNE 2019

SPORT IN CARDIFF

Purpose of report

1. To provide Members with a review of the outcomes of the Local Sports Plan 2018-19 and to discuss how to respond to key changes in the landscape for sport, including the '*Wellbeing of Future Generations (Wales) Act 2015*', the Council's '*Capital Ambition*' and Sport Wales' proposed regionalisation of community sport.

Background

2. In 2014, the Council signed a Joint Venture (JV) agreement with Cardiff Metropolitan University to deliver sports services in the city. The JV agreement set out the vision, priority objectives and underpinning key considerations for sports in Cardiff. Sport Cardiff staff transferred from Cardiff Council to Cardiff Metropolitan University.
3. The stated vision set out in the JV agreement is '*Making Cardiff an active and successful Capital City of Sport with the aim of working with partners to create opportunities for people to get involved in sport to foster a healthy and active lifestyle through sport and excel and succeed in sport at every level*'.
4. The priority objectives are:
 - Sport for children
 - Strong and Vibrant Clubs
 - Coaching, Volunteering and Workforce
 - Competitions
 - Every Child a Swimmer.

5. The JV agreement specifies that each priority objective is underpinned by the following key considerations:
 - BME
 - Women & Girls
 - Disability Sport and Inclusive Opportunities
 - Disadvantaged areas.

6. As part of the JV, Cardiff Metropolitan University provide data for each financial year on the following performance indicators:
 - Total registrations (for children aged 7-16)
 - Total number of sports sessions (for children aged 7-16)
 - Hooked on Sport (retention 20+ session for children aged 7-16)
 - Number of children (aged 7 – 16) engaged through Cardiff Games
 - Number of competitions held (for children aged 7 – 16)
 - Club membership, including Disability (for children aged 7 – 16)
 - Total number of coaches and volunteers recruited, trained & deployed across all priority areas.
 - Total number of volunteer hours across all priority areas.

7. In order to deliver the above, the Joint Venture agreement requires signatory partners to develop a Local Sports Plan, which sets out the delivery mechanisms to achieve the agreed vision and priority objectives. The Local Sports Plan is used to support applications for funding from Sport Wales.

Funding of Sport in Wales

8. There are a number of sources of funding for sport in Wales including: Welsh Government capital grant funding; Sport Wales funding; Federation of Disability Sport Wales; lottery funding; charity funding; funding from foundations, such as the Dickie Bird Foundation; and specific funds, such as the Ron Pickering Memorial Fund. More information is provided in **Appendix 1**, a research guide produced by the National Assembly for Wales Research service.

9. Most funding is via Sport Wales, the national organisation that works on behalf of Welsh Government to develop and promote sports and physical activity

programmes in Wales. Sport Wales uses Welsh Government funding and National Lottery funding to support community sports as well as elite athletes. Funding is available to individuals and clubs, for equipment, coaching, costs associated with establishing a new club and volunteer schemes. There are various grant schemes, including Community Chest grants, Development Grants and A Place for Sport grants, as well as funding for aspiring elite athletes and athletes that are on course to meet Olympia criteria.

10. The Welsh Government sends Sport Wales an annual remit letter that confirms the amount of funding being provided and sets out the priorities and targets that Sport Wales should focus on that year. In 2018-19, the Minister for Culture, Tourism and Sport, Dafydd Elis-Thomas AC/AM, sent a letter outlining the requirements for the remainder of the Administration, until 2020/21. The letter is attached at **Appendix 2** and stresses the need for Sport Wales to maximise its contribution to achieving the goals of the Wellbeing of Future Generations Act 2015 and to develop a Corporate Plan for 2018-2021 that leads to the following outcomes:

Outcomes

- More people meeting the Chief Medical Officers physical activity guidelines
- More people undertake sport and physical recreation on 3 or more occasions per week.
- An increase in sport and physical recreation participation by those most in need or disadvantaged.
- A system that delivers continuous elite sport success while ensuring the safety, well-being and welfare of all sportsmen and sportswomen.

Local Sports Plan 2018-19

11. Cardiff Council, Cardiff Metropolitan University and partners worked together to develop a Local Sports Plan 2018-19. The Plan set out the projects and actions designed to deliver the vision and priority objectives set out in the Joint Venture agreement, demonstrating the reach across Cardiff and within prioritised groups. These were split into four sections, as follows:

- Foundations for Participation
- Participation for Wellbeing
- Sustainable Community Activity
- Workforce.

12. The Local Sports Plan 2018-19 included:

- targets
- information on how the impact of the actions would be demonstrated
- information on partnership working
- costs
- requested funding.

Review of Local Sports Plan 2018/19

13. Cardiff Sports has prepared an annual review, which is available by clicking on the following hyperlink:

<https://spark.adobe.com/page/Olek50gjzp47m/>

14. The review provides qualitative information on the various projects undertaken throughout the year and contains feedback from participants and partner organisations.

15. The Head of Sport Cardiff, Laura Williams, will give a presentation at Committee that highlights some of the key projects in 2018-19. She, and the other witnesses, will also discuss how the Wellbeing of Future Generations Act 2015, the Council's Capital Ambition and Sport Wales review of community funding is affecting the landscape for sport in Cardiff.

Previous Scrutiny

16. This Committee received an update on the Joint Venture at its meeting on 9 November 2017, including a presentation and videos demonstrating the impact that Sport Cardiff has had. At the meeting, Members received headline statistics in terms of engagement, sessions provided and breakdown by neighbourhood ward, gender and ethnicity. Members noted that there had been an overall reduction in 2016/17 and that the explanation given was that this was because there had been a greater focus on extending engagement in order to make a more meaningful impact, rather than maximising the number of one-off engagements, which may have less of an impact.

17. Following the meeting, the Chair wrote to Councillor Bradbury, Cabinet Member Culture & Leisure¹, requesting further information, an explanation of how volunteer hours are quantified and noting that :

'Members are pleased to hear your contentment with the day-to-day working of the Joint Venture partnership; it is heartening to hear that the governance arrangements have proved to be suitable.'

18. In April 2018, Committee received a further update and considered the proposed Local Sports Plan 2018/19. During the meeting Members discussed the following points:

- Small amounts of funding, coupled with dedicated staff and volunteers, can make a huge difference in the delivery of sports across Cardiff
- Need to boost grassroots participation, to give lifelong love of sports and reap associated health and wellbeing benefits
- The work ongoing with 21st century schools programme, ensuring sports provision forms part of this and that this provision is accessible and affordable for local communities
- Year on year decreases in funding mean that there will come a time when activities reduce, as all efficiency savings/ contributions in kind will have been maximised
- Reductions in funding for Sport Wales means that it is more reliant on being able to engage with existing community based projects
- Sport Wales and sport governing bodies need to reach out to communities and shift their focus from elite sport to grassroots participation.

19. Following the meeting, the Chair wrote to Councillor Bradbury, Cabinet Member Culture & Leisure; a copy of the letter is attached at **Appendix 3**.

¹ Letter from Councillor Nigel Howells, Chair ECC to Cllr Bradbury, dated 10 November 2017

Way Forward

20. Councillor Peter Bradbury (Cabinet Member for Culture and Leisure) has been invited and may wish to give a statement. Neil Hanratty (Director of Economic Development), Laura Williams (Head of Sport Cardiff) and Ben O'Connell (Director of Sport, Cardiff Metropolitan University) will attend to give a presentation and answer Members' questions.

Legal Implications

21. 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

22. 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 give consideration to the information attached to this report and received at this meeting and to submit any recommendations, observations or comments to the Cabinet.

Davina Fiore
Director – Governance and Legal Services
31 May 2019

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Research Briefing

Assistance for sport in Wales - a guide for constituents

Author: **Piotr Wegorowski**

Date: **March 2017**



National Assembly for Wales
Research Service



The National Assembly for Wales is the democratically elected body that represents the interests of Wales and its people, makes laws for Wales, agrees Welsh taxes and holds the Welsh Government to account.

Author: **Piotr Wegorowski**

Date: **March 2017**

Paper Number: **FAQ17-004**

The Research Service acknowledges the parliamentary fellowship provided to Piotr Wegorowski by the Arts and Humanities Research Council, which enabled this paper to be completed.

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Research Briefing

Assistance for sport in Wales - a guide for constituents

This guide aims to outline and signpost information and sources of financial assistance relating to all aspects of sport in Wales.



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01. Welsh Government

Community Facilities Programme

This capital grant fund aims to develop and improve facilities for communities in order to tackle poverty and its effects. There is up to £500,000 available to facilities that meet the required eligibility.

For further information please read the [Guidance for Grant Applicants](#) document or visit the [website](#). Alternatively you can contact the Welsh Government by email: communityfacilitiesproghelp@wales.gsi.gov.uk, or by Telephone. Regional contact numbers can be found below:

- Nesta Doughty
Phone: 03000 625627
Region: North and Mid Wales
- Philip Dunn
Phone: 03000 628667
Region: West Wales
- Mike O’Shea
Phone: 03000 628612
Region: South East Wales

02. Sport Wales Support

Sport Wales is the national organisation which works on behalf of the Welsh Government to develop and promote sports and physical activity programmes in Wales. Local authorities and National Governing Bodies of sport work with Sport Wales to deliver Welsh Government policy.

Set out below are a number of funding schemes operated by Sport Wales which develop sport and physical activity in Wales.

Community Chest

[Community Chest](#) offers grant awards up to £1500 in any 12 months towards increasing participation and improving standards in grass root sports.

The grant is available to sports clubs, youth clubs and community groups with applications open all year. This grant is not available to individual members of the public or schools.

For further information on this grant please read the [Scheme Guidance](#) document or visit the [Sports Wales](#) website.

Development Grant

The [Development Grant](#) offers a grant of between £1,501 - £25,000 to cover aspects of projects such as:

- Development of training facilities and equipment.
- Purchase of land or rights of land to develop activity areas.
- Start-up grants to support new enterprises.

– Coach education.

For further information on this grant please read the [Scheme Guidance](#) document or visit the [Sports Wales](#) website

Elite Cymru

[Elite Cymru](#) provides support to the most highly promising athletes in non-Olympic sports. Members of the scheme are provided with:

- [Sport & Exercise medicine](#)
- [Sports Science support](#)
- [Performance lifestyle advice](#)

For more information:

Phone: 02920 338237

Website: www.sportwales.org.uk

Talent Cymru

[Talent Cymru](#) provides extensive support to Welsh athletes to allow them to maximise their opportunity to gain entry onto the UK Sports Performance Pathway (Olympic and Paralympic sports) or Elite Cymru (non-Olympic sports).

For more information, competitors should contact their governing body or Sport Wales

03.All Wales Support

The Federation of Disability Sports Wales

The Federation of Disability Sports Wales is the Welsh Government's lead organisation for the development of sport and physical activities for disabled people in Wales. It offers advice on potential routes to funding for disabled people.

For more information:

E-mail: office@fdsw.org.uk

Phone: 0300 300 3115

Website: www.disabilitysportwales.com

SportsAid Wales

[SportsAid Wales](#) is a charity which aims to help young British athletes at the start of their journey. To qualify for support from Sports Aid Wales Athletes must have met/exceeded minimum performance criteria in their chosen sport and will need approval from their governing body.

For more information:

E-mail: sportsaidwales@googlemail.com

Phone: 02920 300586

Website: www.sportsaidwales.cymru

04. The Charity Commission

Many funding streams, including some of those listed below, are only available to groups with charitable status. The Charity Commission website provides comprehensive information and an application pack for people who wish to register a charity.

The Charity Commission offer advice and guidance on the application process, including the provision of model documents and help in setting the objectives of the charity.

For more information:

Website: www.charity-commission.gov.uk

05. Foundations

The Community Foundation in Wales

The Community Foundation in Wales is a charity which provides funding to community based projects throughout Wales.

The Community Foundation in Wales administers a number of funds which are available to local groups and charities in Wales. These grants are suitable for capital revenue expenses or the continuous running costs where the grant being applied for is for a specific element of the costs.

For more information:

E-mail: info@cfiw.org.uk

Phone: 02920 379580

Website: www.cfiw.org.uk

ASDA Foundation

The ASDA Foundation assists registered charities and community groups within the UK that require financial assistance. The Foundation only supports a limited number of requests that have the direct involvement from ASDA colleagues.

No minimum or maximum grant amount is stipulated, and applications may be made at any time. ASDA colleagues will typically support local charities, community groups, schools, playgroups, community centres and football teams.

For more information:

Website: www.asdafoundation.org

Garfield Weston Foundation

The Garfield Weston Foundation provides funding to charitable organisations in the UK. There are no specific priorities for funding and a wide range of charitable activities are supported.

For more information:

Phone: 020 7399 6565

Website: www.garfieldweston.org

Lord's Taverners Foundation

The Lord's Taverners Foundation is the UK's leading youth cricket and disability sports charity dedicated to giving disadvantaged and disabled young people a sporting chance.

The Foundation supports sporting and recreational activities for young people with disabilities and special needs; creating new pathways for participation, development and competition

For more information:

E-mail: contact@lordstaverners.org

Phone: 020 7025 0000

Website: www.lordstaverners.org

Bernard Sunley Charitable Foundation

The Bernard Sunley Charitable Foundation is an independent grant-making charity.

Sports clubs may apply for assistance with capital projects, thereby encouraging community participation in physical activities across all ages for health, well-being, teamwork and community cohesion.

The types of applications considered by the Foundation include

- Building and refurbishment of amateur sports facilities
- Sports equipment
- Equipment for grounds maintenance
- Specialised transport

For more information:

E-mail: office@bernardsunley.org

Phone: 020 7408 2198

Website: www.bernardsunley.org

Dickie Bird Foundation

The Dickie Bird foundation are able to support young athletes and children participate in sport, if they come from a disadvantaged background. Applicants must be aged 16 or under and must be unable to raise the finance through other means.

Eligible costs include:

- Sports kit
- Sports equipment
- Travel

For more information:

Phone: 07503 641457

Website: www.thedickiebirdfoundation.co.uk

Rowing Foundation

The Rowing Foundation aims to aid and support young people (those under 18 or still in full time education) and the disabled of all ages through their participation in rowing.

Grants are given to organisations, clubs and schools that are involved in the water elements of the sport of Rowing and who are individually affiliated to British Rowing. Grants are typically between £500 and £2,000, and applications can be made at any time.

For more information

E-mail: applications@therowingfoundation.org.uk

Website: www.therowingfoundation.org.uk

The Rayne Foundation

The Rayne Foundation aims to understand and engage with the needs of UK society and makes grants to charitable and not-for-profit organisations across the UK.

Grants typically fall in the range of £10,000 - £20,000 per annum for up to three years. Applications are welcome in the fields of arts, health and wellbeing, education in its widest sense, and those that cover social issues. The Foundation's focus is to connect communities, building bridges between marginalised groups and mainstream society, and to enable individuals to reach their full potential.

For more information:

E-mail: info@raynefoundation.org.uk

Phone: 020 7487 9656

Website: www.raynefoundation.org.uk

06.Funds and Schemes

Cash 4 Clubs

The scheme offers grants ranging from £250 to £1,000 to community sports clubs based in the UK and registered with their sports' National Governing Body or local authority. Application forms are available from the Cash 4 Clubs website. There are no deadlines for submitting applications.

For more information:

E-mail: cash4clubs@betfair.com

Website: www.cash-4-clubs.com

Ron Pickering Memorial Fund

Financial support is available for young athletes in Great Britain who are still in education to help them with training and equipment costs. The application process for the annual grants takes place in October and November of each year and is available to both able and disability athletes between the ages of 15 and 23. Grants to athletes over 23 may be made in exceptional circumstances.

For more information:

E-mail: info@rpmf.org.uk

Website: www.rpmf.org.uk

Football Aid (Field of Dreams)

This scheme provides support for voluntary and charitable organisations in the UK for projects which cure, prevent or improve the lifestyles of children and young people with diabetes; and organisations that have been nominated by a Football League or Club to improve or develop services/ facilities for people in areas of need.

Applications can be made at any time and there is no minimum or maximum grant level stated on the guidelines.

For more information:

E-mail: info@footballaid.com

Phone: 0131 220 5999

Website: www.footballaid.com

07.Lottery Funding

The Welsh branch of the Big Lottery Fund delivers funding to a range of different projects which meet the priorities set out in policies laid down by the Welsh Government.

The Big Lottery Fund website has a **Funding Finder** which has been set up to enable individuals and community groups to locate funding for a variety of different projects.

Its website also has a **constituent support page** which aims to help elected public representatives provide their constituents with information on funding schemes available in their locality.

The Big Lottery Fund Advice Line can be contacted on 0845 410 20 30.

08. Local Authority Support

Support may vary between each local authority so individuals should contact their relevant local authorities to find out what funding is available in their locality.

Set out below are the contact details for the 22 local authorities in Wales.

– **Blaenau Gwent Council**

Tel: 01495 311556

Email: info@blaenau-gwent.gov.uk

– **Bridgend Council**

Tel: 01656 643643

Email: talktous@bridgend.gov.uk

– **Caerphilly County Borough Council**

Tel: 01443 815588

Email: info@caerphilly.gov.uk

– **Cardiff Council**

Tel: 02920 872088 (Welsh)

Tel: 02920 872087 (English)

Email: c2c@cardiff.gov.uk

– **Carmarthenshire County Council**

Tel: 01267 234567

Email: direct@carmarthenshire.gov.uk

– **Ceredigion County Council**

Tel: 01545 570881

Email: reception@ceredigion.gov.uk

– **Conwy Borough Council**

Tel: 01492 574000

Email: Information@conwy.gov.uk

– **Denbighshire County Council**

Tel: 01824 706101

Email: customerservice@denbighshire.gov.uk

– **Flintshire County Council**

Tel: 01352 752121

Email: customerservices@flintshire.gov.uk

– **Gwynedd Council**

Tel: 01766 771000

Enquiry Form

– **Isle of Anglesey County Council**

Tel: 01248 750057

Email: [Contacts Page](#)

- **Merthyr Tydfil County Borough Council**
Tel: 01685 725000
Email: customer.care@merthyr.gov.uk
- **Monmouthshire county Council**
Tel: 01633 644644
Email: contact@monmouthshire.gov.uk
- **Neath Port Talbot County Borough Council**
Tel: 01639 686868
Email: contactus@npt.gov.uk
- **Newport City Council**
Tel: 01633 656656
Email: info@newport.gov.uk
Enquiry Form
- **Pembrokeshire County Council**
Tel: 01437 764551
Email: enquiries@pembrokeshire.gov.uk
- **Powys County Council**
Tel: 0845 6027030
Email: customer@powys.gov.uk
- **Rhondda Cynon Taff County Borough Council**
Tel: 01443 425005
Email: customerservices@rctcbc.gov.uk
- **City and County of Swansea**
Tel: 01792 636000
Email: [Contacts Page](#)
- **The Vale of Glamorgan Council**
Tel: 01446 700 111
Enquiry Form
- **Torfaen County Borough Council**
Tel: 01495 762200
Email: your.call@torfaen.gov.uk
Enquiry Form
- **Wrexham County Borough Council**
Tel: 01978 292000
Email: contact-us@wrexham.gov.uk

09. County Voluntary Council

The relevant County Voluntary Council will be able to advise Individuals sources of financial assistance for that particular locality.

Most County Voluntary Council websites provide funding factsheets; these will be accessible from their website.

- Gwent Association of Voluntary Organisations
Tel: 01633 241550
Email: info@gavowales.org.uk
Website: www.gavowales.org.uk
- Bridgend Association of Voluntary Organisations
Tel: 01656 810400
Email: bavo@bavo.org.uk
Website: www.bavo.org.uk
- Cardiff Third Sector Council
Tel: 02920 48 5722
Email: enquiries@c3scv.org.uk
Website: www.c3sc.org.uk
- Carmarthenshire Association of Voluntary Services
Tel: 01267 245555
Email: info@cavs.org.uk
Website: www.cavs.org.uk
- Ceredigion Association of Voluntary Organisations
Tel: 01570 423232
Email: gen@cavo.org.uk
Website: www.cavo.org.uk
- Conwy Voluntary Services Council
Tel: 01492 534091
Email: mail@cvsc.org.uk
Website: www.cvsc.org.uk
- Denbighshire Voluntary Services Council
Tel: 01824 702441
Email: office@dvsc.co.uk
Website: www.dvsc.co.uk
- Flintshire Local Voluntary Council
Tel: 01352 744000
Email: info@flvc.org.uk
Website: www.flvc.org.uk
- Gwynedd
Tel: 01286 672626
Email: enquiries@mantellgwynedd.com
Website: www.mantellgwynedd.com

- Isle of Anglesey - Medrwn Môn
Tel: 01248 724944
Email: post@medrwnmon.org
Website: www.medrwnmon.org

- Voluntary Action Merthyr Tydfil
Tel: 01685 353900
Email: enquiries@vamt.net
Website: www.vamt.net

- Neath Port Talbot Council for Voluntary Service
Tel: 01639 631246
Email: info@nptcvs.org.uk
Website: www.nptcvs.co.uk

- Pembrokeshire Association of Voluntary Services
Tel: 01437 769422
Email: enquiries@pavs.org.uk
Website: www.pavs.org.uk

- Powys Association of Voluntary Organisations
Tel: 01597 822191
Email: [Enquiry form](#)
Website: www.pavo.org.uk

- Rhondda Cynon Taff - Interlink
Tel: 01443 846200
Email: info@interlinkrct.org.uk
Website: www.interlinkrct.org.uk

- Swansea Council for Voluntary Service
Tel: 01792 544000
Email: scvs@scvs.org.uk
Website: www.scvs.org.uk

- Torfaen Voluntary Alliance
Tel: 01495 742420
Email: info@tvawales.org.uk
Website: www.tvawales.org.uk

- Glamorgan Voluntary Services
Tel: 01446 741706
Email: [Enquiry form](#)
Website: www.gvs.waleswww.gvs.wales

- Association of Voluntary Organisations in Wrexham
Tel: 01978 312556
Email: info@avow.org
Website: www.avow.org

10. Wales Council for Voluntary Action

Apart from individual County Voluntary Councils, Wales Council for Voluntary Action (WCVA) is the national membership organisation for the third sector in Wales. WCVA has subscribed to GRANTfinder, a funding search database, and it can carry out a search for its members.

For more information:

Email: help@wcva.org.uk

Phone: 0800 2888 329

Website: www.wcva.org.uk/funding

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Ein cyf/Our ref: MA-P-DET/0427/18

Lawrence Conway
Chair
Sport Wales
Sophia Gardens
Cardiff
CF11 9SW
lawrence.conway@sport.wales

9 February 2018

Dear Lawrence,

I am writing to set out the Welsh Government's remit for Sport Wales for the remaining period of our programme for government, from 2018-19 to 2020-21. Before I do that, I would like to thank you and the Board for your leadership and the Sport Wales staff for the professionalism and dedication you have demonstrated in what was a difficult and challenging time for the organisation last year.

Sport Wales should continue to set well-being objectives which maximise its contribution to achieving the goals of the Wellbeing of Future Generations Act and in a way that satisfies the sustainable development principle. The investments you make and the activities you facilitate and support should bring to life our aspiration to change the lives of the people of Wales and to create a prosperous future for generations to come.

The priorities for the period of the remit are set in the context of 'Taking Wales Forward' and 'Prosperity for All'. Our commitments, informed by our well-being objectives, provide an opportunity to find fresh solutions to the challenges faced by Wales. They demonstrate how we are acting and working differently to support individuals to do well in all stages of their lives.

Sport Wales continues to deliver an important function to create and facilitate sport and physical recreation opportunities for the people of Wales in a sustainable way. The sector also makes an important contribution to growing Wales' economy through the social return on investment in sport and the economic value of volunteering, skills development and employment. Innovation and entrepreneurship are key features of the calls to action to help

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1NA

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
0300 0604400

Gohebiaeth.Dafydd.Elis-Thomas.Davies@llyw.cymru
Correspondence.Dafydd.Elis-Thomas@gov.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

businesses overcome the challenges of the future. By considering how sport is presented through services and products and what skills the workforce require to attract and retain people's interest in participation and spectating, the sector can help deliver the Welsh Government's economic goals, as set out in 'Prosperity for All: economic action plan'.

During the term of this Remit Letter I expect the recommendations of the Independent Review of Sport Wales (July 2017) to be implemented in full. I also expect you to continue the work you have started with Public Health Wales to increase people's levels of physical activity by Developing long-term priorities and actions with shared performance measures.

I expect your 2018-19 Business Plan to include the following priorities:

- The development of a collaborative Vision for Sport in Wales, followed by a long-term Sport Wales Strategy.
- A revised approach to measurement and evaluation, and insight and innovation to support the delivery of the new strategy.
- Consider the findings and take forward any agreed actions from the evaluations of the national programmes undertaken in 2017-18.
- Collaborate with partners to maximise opportunities to promote Year of the Sea.
- Continue to explore the potential for a new model for community sport across Wales.
- Support and provide strategic advice into the implementation of the review of elite and community sports facilities and Welsh Government's commitment to modernise and widen access to sports facilities.

During 2018-19, you should develop a Corporate Plan for 2018-21 that will deliver the following commitments, objectives and outcomes:

Commitments

- Encouraging and facilitating opportunities for more people to be active at every stage of their lives.
- Sport Wales to continue to work with Education to ensure children have the best start in life by encouraging and supporting schools to develop pupils' physical literacy and well-being.
- Investing effort and resources where it is needed most, where there are significant variations in participation and where there is a lack of opportunity or aspiration to be active.
- Helping sport to continue to nurture, develop and support talent to deliver success that inspires people and reinforces our identity as a sporting nation.
- Supporting the sector to achieve a greater impact with public investment, to adapt, become more resilient and demonstrate better its contribution to our national well-being goals and objectives.
- Exploring the use of technology and innovation to engage and re-engage people in sport and to maintain their interest and enthusiasm for as long as possible.
- Develop proposals for a new Challenge Fund which embraces innovation and technology to deliver an increase in sports participation and explore a partnership with Public Health Wales to combine it with a Well-being Bond to create a joint fund aligned to the Healthy and Active objectives of Prosperity for All.

Objectives

- People in Wales live physically active and therefore healthier lives
- Children and young people have the motivation, physical skills, knowledge, understanding, and opportunities to take part in physical activity for life
- Wales is recognised internationally as a successful sporting nation
- Sport Wales is an exemplar organisation driving a culture that promotes well-being, equality, and sustainability

Outcomes

- More people meeting the Chief Medical Officers physical activity guidelines
- More people undertake sport and physical recreation on 3 or more occasions per week.
- An increase in sport and physical recreation participation by those most in need or disadvantaged.
- A system that delivers continuous elite sport success while ensuring the safety, well-being and welfare of all sportsmen and sportswomen.

Confirmation of your grant-in-aid for the 2018-19 financial year and an indicative budget for 2019-20 is at Annex A.

Yours sincerely,



Yr Arglwydd Elis-Thomas AC/AM

Y Gweinidog Diwylliant, Twristiaeth a Chwaraeon
Minister for Culture, Tourism and Sport

GRANT IN AID FUNDING

The Welsh Government will provide Sport Wales with Grant in Aid funding of £22,422 for the 2018-19 financial year and an indicative budget of £22,421 for 2019-20. The indicative budget will be subject to confirmation following the annual Budget Planning Round later this year.

Grant in Aid Budget Allocation

	Plans 2018-19 (£000s)	Indicative Budget 2019-20 (£000s)
Revenue (near cash)		
Running Costs	1,327	1,327
Current Expenditure	23,686	23,686
Current Receipts	-3,700	-3,700
Total Revenue (near cash)	21,313	21,313
Capital		
Capital Expenditure	330	329
Total capital	330	329
Non-Cash		
Depreciation	779	779
Total non cash	779	779
TOTAL GIA	22,422	22,421

The total grant-in-aid represents the maximum provision and is resource based. I expect Sport Wales to adhere to these budget line figures as far as possible and to report any projected changes as soon as possible through the quarterly monitoring meetings. Payment of grant-in-aid continues to be on condition of compliance with the contents of the Framework Document.

Sport Wales' performance will be measured by its progress against the strategic priorities within this Remit Letter and its Business Plan, and the agreed commitments, objectives and outcomes in its 2018-21 Corporate Plan.

The arrangements for monitoring Sport Wales' performance and progress will continue in the form of regular meetings at official level and our meetings. I would like you to provide a report on your performance in 2017-18 in advance of our summer meeting and a report on your 2018-19 half year performance in advance of our autumn meeting. Similar reports for the remaining years of the remit will also be expected.



Date: 13 April 2018

Councillor Bradbury
Cabinet Member
Cardiff Council,
County Hall
Cardiff
CF10 4UW

Dear Councillor Bradbury,

Economy & Culture Scrutiny Committee: 12 April 2018

Members of the Economy & Culture Scrutiny Committee have asked me to pass on their thanks to you, Steve Morris and Laura Williams from Cardiff Metropolitan University for attending our meeting to discuss the Local Sports Plan 2018/19. Members have the following comments and observations for your consideration.

Members are impressed with the breadth and depth of the Local Sports Plan 2018/19 and can see how it focuses on addressing the priority objectives and key considerations set out in our Joint Venture agreement with Cardiff Metropolitan University regarding the delivery of sports services in Cardiff. The Plan demonstrates how small amounts of funding, coupled with dedicated staff and volunteer provision, can make a huge difference in the delivery of sports across Cardiff. Members note that Sports Cardiff will provide quarterly reports, to Cardiff Council, illustrating the delivery of the Local Sports Plan, using both quantitative and qualitative measures to demonstrate its impact.

Members note and agree with your comments regarding the need to boost grassroots participation, in order to engender a lifelong love of sports and achieve health and wellbeing benefits. As discussed at the meeting, Members welcome the work ongoing re 21st Century Schools programme and ensuring sports provision forms part of this; it is important to ensure that sports facilities based within schools remain accessible and affordable to their local communities.

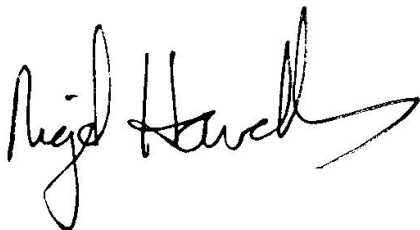
Members welcome the contributions outlined in the Local Sports Plan re supporting Major Events in Cardiff and note Steve Morris' comments that Cardiff can still demonstrate the legacy of 2012 in its army of volunteers who continue to bring much needed resource to support the successful hosting of events, such as the forthcoming Volvo Ocean Race Cardiff Stopover.

Members are pleased to note that Cardiff Council has recently received confirmation that we will receive the funding that was bid for, as set out in the Local Sports Plan 2018/19. Members note the comments made by witnesses regarding the year on year decrease in funding and that, if this continues, there will come a time when activities will reduce, as all efficiency savings/ contributions in kind will have been maximised.

We discussed the need for sports governing bodies and Sport Wales to reach out to communities, particularly those with a low participation rate, and to shift their focus from elite sports towards grassroots participation. Members recognise the comments made about the reduction in resources at bodies such as Sport Wales, which means they are more reliant on being able to tap into existing community-based projects.

Finally, Members are pleased that the Joint Venture with Cardiff Metropolitan is paying dividends in terms of enabling sports provision in Cardiff, signposting participants to local clubs and assisting those clubs to develop long term, sustainable futures.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE

cc Members of the Economy & Culture Scrutiny Committee
Neil Hanratty Jon Maidment
Steve Morris Laura Williams
Emma Hill Kathryn Thomas
Clair James
Cabinet Support Office

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

6 JUNE 2019

ECONOMIC DEVELOPMENT DIRECTORATE DELIVERY PLAN 2019-20

Purpose of Report

1. To provide Members with an overview of the Economic Development Directorate Delivery Plan 2019-20, to facilitate the scrutiny of the Plan, attached at **Appendix A**.

Scope of Scrutiny

2. The Committee's Terms of Reference give responsibility for scrutinising the majority of the services provided by the Economic Development Directorate, *except for* strategic asset management, capital projects team and property services, which fall within the remit of the Policy Review & Performance Scrutiny Committee.
3. This item enables Members to scrutinise:
 - a. the Directorates' contribution, via its strategic priorities and actions, to delivering the Well Being Plan, '*Cardiff Well Being Plan 2018-2023*', the Council's Corporate Plan 2019-22, '*Delivering Capital Ambition*'; and the Capital Ambition Delivery Programme;
 - b. the milestones, timescales and performance measures for delivering the actions in 2019-20 and whether these are sufficient to monitor service delivery;
 - c. the resources available to deliver the actions in 2019-20 and whether these are sufficient to deliver the actions effectively;
 - d. the challenges facing services in 2019-20; and
 - e. the Directorates' key achievements during 2018-19.
4. The scrutiny of Directorate Delivery Plans enables Members to assess whether these plans are focusing on the right issues and are robust. It also enables Members

to check the process for monitoring the implementation of the Delivery Plan. This assists in ensuring that the Council has a robust performance management framework in place, by providing appropriate challenge to ensure Delivery Plans are fit for purpose.

The Council’s Strategic Planning Framework

5. The Council’s integrated strategic planning framework (see diagram below) sets out the “golden thread” in meeting the Council’s four Key Priorities:

- Working for Cardiff
- Working for Wales
- Working for the Future
- Working for Public Services



6. The Corporate Plan 2019-22 explains how the Council's four Key Priorities link to both Cardiff's seven shared outcomes of the Well Being Plan, and the seven national well-being goals, set out in the Well-being of Future Generations (Wales) Act 2015. A link to the Corporate Plan is provided below:
<https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Pages/Corporate-Plan.aspx>
7. In addition, Cabinet approved the establishment and implementation of a four-year '*Capital Ambition Delivery Programme*' on 14 December 2017. This includes an Inclusive Growth programme, which aims to ensure that the benefits of Cardiff's economic growth are shared across all the city's communities by removing the barriers to employment and helping people into good quality work. It includes the following projects that fall within the terms of reference of this Committee:
- Improving Employer Engagement
 - Work Experience and Volunteering
 - Into Work Service Development
 - Targeting of services to most vulnerable people.

Economic Development Directorate Delivery Plan 2019-20

8. The Plan, attached at **Appendix A**, follows a standard corporate template. To assist Members, listed below are the pages of the plan relevant for each key section:
- a. Directorate Profile – **pages 4 - 6**
 - b. Directorate Self-Assessment of Performance 2018/19 – **pages 7-10**
 - c. Moving Forward: Context, Opportunities and Challenges – **page 11-13**
 - d. Contributing to Cardiff's Well-Being Objectives – **pages 14-18**
 - e. Delivering Welsh Language Standards – **pages 19-21**
 - f. Strategic Directorate Priorities – Summary – **page 22**
 - g. **Individual Priorities - pages 23- 37**
 - h. Appendices – Directorate Profile & Key Performance Indicators - **pages 38-41.**

9. The Directorate's **Self-Assessment of Performance during 2018-19** (pages 7-10) sets out what the Directorate has done well. Within the terms of reference of this Scrutiny Committee, this includes the following sections:
- Supported the creation of more and better jobs
 - Continued the regeneration of the city centre and Cardiff Bay
 - Attracted more visitors that stay longer
 - Supported Sports, Leisure and Green Spaces.
10. The **Moving Forward: Context, Opportunities and Challenges Section** (pages 11- 13) of the Plan sets out the Directorate strategic improvement priorities on which resources will be focus. It also lists how the Directorate will work with other directorates and partners to increase the scope and number of collaborative projects and achieve efficiencies.
11. **Contributing to Cardiff's Well-Being Objectives** (pages 14- 18) sets out how the Directorate will contribute towards three local well-being objectives: A Capital City that works for Wales; Safe, Confident and Empowered Communities; and Modernising & Integrating our Public Services. It details the Directorate's contribution to the 7 well-being goals set out in the Well-being of Future Generations (Wales Act).
12. **Delivering the Welsh Language Standards** (pages 19- 21) sets out how the Directorate will ensure it meets the Welsh Language Standard Objectives.
13. The **Strategic Directorate Priorities** Section (page 22) provides a one-page summary of what the Directorate is trying to achieve and how the strategic directorate priorities link to the Council's Well-being objectives and Capital Ambition.
14. The **Individual Priorities** (pages 23 – 37) sets out in detail, under each Strategic Directorate Priority, the following:
- Key Performance Indicators
 - Risk Management
 - Dependencies
 - Headline Actions, with
 - Start/End Date

- Responsible Officer
- Key Milestones for each quarter in 2019/20
- Link to Equality Objective

15. Members are reminded that the following work of this Directorate falls outside the remit of this Committee: *Strategic Directorate Priority 4 - Continue to modernise the Council's estate (pages 32 – 34)*. This falls under the remit of the Policy Review and Performance Scrutiny Committee.

Way Forward

16. Councillor Peter Bradbury (Cabinet Member, Culture & Leisure) and Councillor Russell Goodway (Cabinet Member, Investment & Development) have been invited to each make a statement. Neil Hanratty (Director of Economic Development) will give a presentation and answer Members' questions.

17. Members may wish to explore the following areas:

- a. Is the Plan focusing on the right areas?
 - Does the Plan support delivery of the Council's Key Priorities and Cardiff's Well-Being Objectives?
 - Are there other areas of work that should be included?
- b. Actions – are the milestones and timescales appropriate and achievable?
- c. Performance measures – are they fit for purpose?
- d. The key challenges facing the Directorate and how they are planning for the future;
- e. The Directorate' key achievements during 2018/19; and
- f. What the arrangements are for monitoring the implementation of the Delivery Plan.

Legal Implications

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct 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

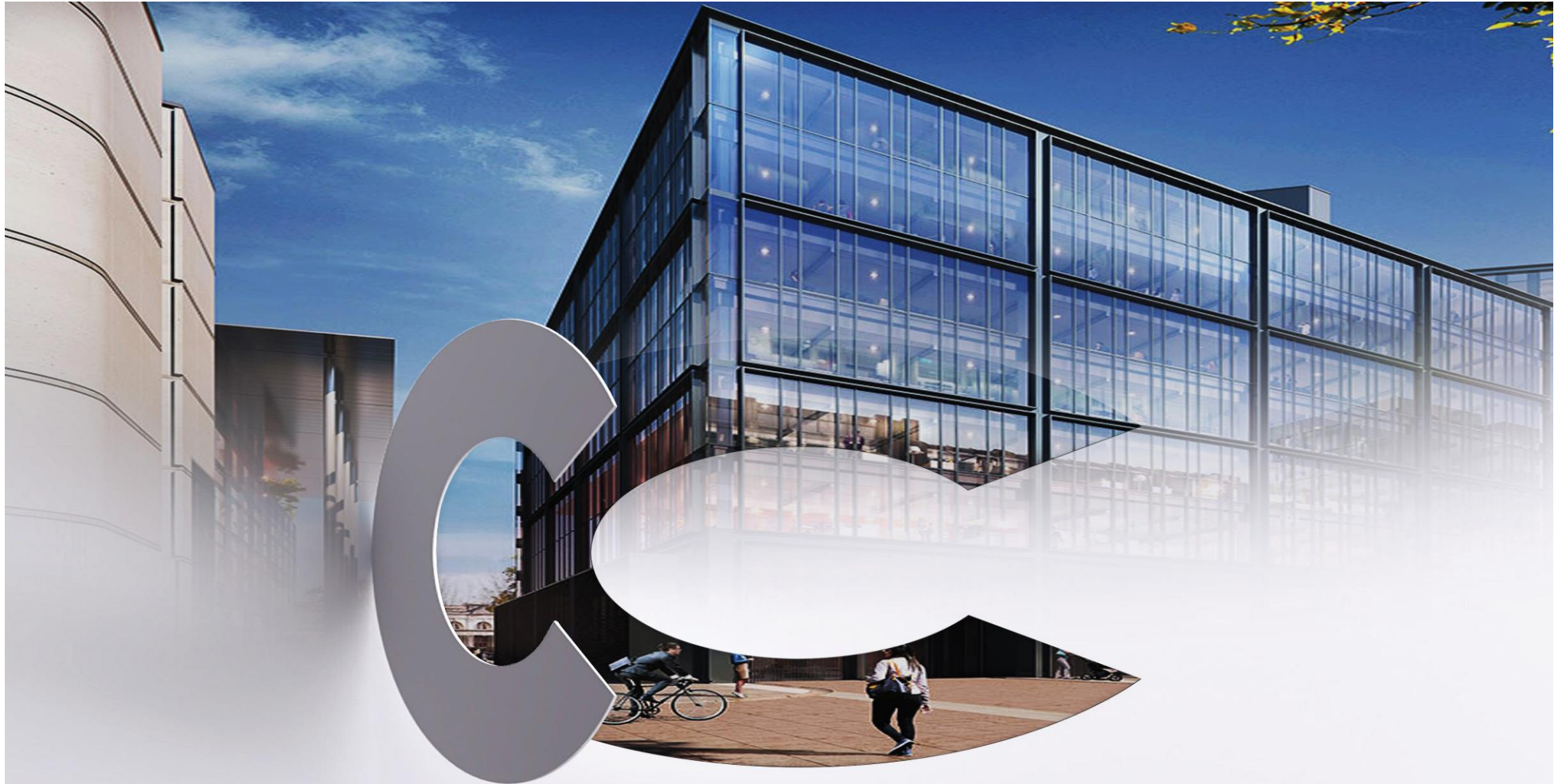
19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial 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:

- i. consider the information in this report and the Plan attached at **Appendix A**;
- ii. decide whether it wishes to make any comments or recommendations to the relevant Cabinet Member and Officers on the Directorate Delivery Plan; and
- iii. discuss whether any of the issues considered should be built into the Committee's work programme for 2019/20.

DAVINA FIORE
Director of Governance and Legal Services
31 May 2019



**Economic Development Directorate
Delivery Plan 2019-2020**

1. Introduction

1.1 Golden Thread



1.2 Directorate Delivery Plan (DDP)

With increasing pressure on many services the Council is responsible for, we must be clear about our priorities. The Council is doing this and the four key priorities are:

- Working for Cardiff
- Working for Wales
- Working for the Future
- Working for Public Services

For each priority, a number of well-being objectives have been established; and for each well-being objective, high level “steps” and performance indicators have been identified.

1.3 Measuring Progress

To ensure there is clear accountability for delivering each objective, one or more Lead Member and Lead Director has been identified for each priority. The delivery of the Corporate Plan will continue to be monitored through the Council’s Performance Management Framework (PMF).

The alignment of monitoring and reporting cycles for finance and service performance information have strengthened the PMF and give greater visibility of the Council’s overall performance position – against which progress will be monitored on an ongoing basis

Key Terms

The Well-being of Future Generations (Wales) Act

- This Act is about improving the social, economic, environmental and cultural well-being of Wales.

The 7 Well-being Goals

- To make sure all public bodies are working towards the same vision, the Act puts in place seven wellbeing goals.

City Wide Outcomes

- Seven high level outcomes have been by agreed Cardiff’s Public Services Board partners
- Achieving these outcomes requires action across a range of organisations.

Council Priorities

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

Well-being Objectives

- 7 Well-being Objectives have been identified across the 4 Priorities. These reflect specific areas where the Council wishes to see improvement and the specific outcome we want to achieve.

Steps

- Steps are specific initiatives that the Council will undertake to deliver the Well-being Objectives and contribute to City Wide Outcomes.

Measuring Progress

- Progress will be measured by a basket of indicators.

The Well-Being of Future Generations

The Well-Being of Future Generations Act Requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. It sets out **five ways of working** needed for Public Bodies to achieve the seven well-being goals

The 5 Ways of Working

Long term



The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration



Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement



The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

2. Directorate Profile

The Economic Development directorate manages the Council's Economic Development team, the Major Projects team, Culture, Venues & Events teams, Parks, Sport & Harbour Authority teams, and the new County Estates. A summary of the services provided is shown below.

The **Economic Development** team work with businesses and partners to support delivery of the Economic Development strategy bringing economic growth and job creation. The team work with the private sector, Welsh Government and UK government to attract investment to Cardiff and provide support to local business to help them establish and grow. National and international market and promotional activities are used to attract knowledge and finance based enterprises and creates a high quality business environment. The team also includes Youth Foods, an initiative set up in partnership with GMB, to help young people gain work experience and training in catering with the potential of full time employment.

Functions include:

- Business Support
- Business Development
- Inward Investment
- City Centre Management
- Cardiff Film Unit
- Tourism Strategy
- Youth Foods
- Cardiff Commitment

Major Projects plays a key role in supporting the Council take forward a programme of regeneration and infrastructure projects. The team offer a specialist service in facilitating concept design for Cardiff Council implemented projects and other commercial developer led projects. Facilitation services offered includes, securing developer partner/s, logistics, and identifying suitable land for development.

The **Culture, Venues, Tourism & Events** team provides our city with one of its most important tools in attracting those who want to live, work, learn, visit and invest in our City. The arts, tourism, heritage, cultural & sporting events and attractions together with the cultural and creative industries that support them all play a fundamental role in the Cardiff economy.

Functions include:

- Arts & Theatres (St David's Hall & New Theatre)
- Venues, Retail & Function Catering (City Hall, Cardiff Castle, Mansion House, Norwegian Church, and Cardiff Caravan Park)
- Major Events logistics
- Events Programme delivery
- Protocol
- Cardiff Story Museum
- Tourism, Cardiff Convention Bureau and Visit Cardiff

Strategic Asset Management (Strategic Estates) manage the Authority's corporate land and property portfolio and the day to day management of the Council's non-operational, investment and land property estate, including Cardiff Central Market. The team are responsible for the development of corporate asset management planning which provides a framework for all Council property related matters. The team have strategic oversight of activities to align service strategies with the organisation's business goals and objectives relating to modernisation, rationalisation and collaboration.

Functions include:

- Investment / Non Operational Estate Management
- Development / Disposals
- Asset Management

Capital Projects (Projects Design & Development and Schools Capital Delivery) provides a comprehensive, multi-disciplined design and construction consultancy service comprising of Architects, Structural and Mechanical & Electrical Engineers, Quantity Surveyors, Project Managers, Project Surveyors and Project Support Team operating across all client service areas of the Council. The team offers a full range of technical support necessary for the provision of new build, extensions and refurbishments of existing buildings, providing one stop shop for design and construction services from inception to completion.

Property Services (Building Services and Property Support Services) These teams will manage and deliver compliance, asset renewal planned maintenance programmes and reactive building related works through the second generation frameworks which commenced in April 2019. In addition, property services undertake; cleaning; building security; pest control; management and maintenance of key Council operational buildings including County Hall, City Hall, Willcox House, Coleridge Road and Brindley Road. Functions include:

- Building Services (includes the direct labour operatives team, statutory obligations, preconstruction and delivery teams and Business Support)
- Building management for County Hall, Willcox House, City Hall, Coleridge Road CTS and Brindley Road Highways Depot
- Cleaning and Support Services
- Static Security
- Pest Control

Parks Services - manage and maintain 14 Sites of Special Scientific Interest, 114 Sites of Importance for Nature Conservation, 4 Local Nature reserves along with 2 extensive country parks and 236 hectares of woodland. Parks Services are committed to maintaining parks and green spaces to the highest possible standards ensuring that they are accessible to all. Consult regularly with the public and strive to ensure that green spaces continue to play an important part in the economic success and social wellbeing of the city.

Functions include:

- Parks Management & Development
- Grounds Maintenance

Cardiff Harbour Authority (CHA) – manage the operation and maintenance of the Cardiff Bay Barrage, the waterfront environment including the freshwater Bay and Flatholm Island. The CHA contributes significantly to the Council’s vision to ensure the Bay offers as an exceptional international water venue, offering an environment in which visitors and local communities can enjoy a wide range of activities, sports and leisure pursuits. The primary aim of the Harbour Authority is to safeguard and enhance this outstanding waterfront location.

Sport and Leisure – Greenwich Leisure Limited (GLL) manage and operate 8 of the 9 leisure centres on behalf of the Council. Channel View Leisure Centre and the White Water Centre are managed by the Council.

Sport Cardiff was established in 1993 and provides a sports advisory service for the sporting community in Cardiff including schools, colleges, universities and clubs. Sport Cardiff host a range of programmes developed in association with National Governing Bodies, Sports Council for Wales, the four major clubs and Welsh Government. The development programmes aim to build the capacity of communities to sustain these sports in the medium to long term.

3. Self-Assessment of performance during 2018-19

What the directorate has done well

Supported the creation of more and better jobs

- The Council helped to create / safeguarded 2,070 jobs in 2018/19 which consists of 1,166 jobs created and 904 safeguarded.
- 26,000 additional people in employment in Cardiff in 2018/19.
- The take-up of office space in the city remained robust in 2018/19 with around 500,000 ft² being let and headline rents remaining stable.
- £2.5 million secured from the Welsh Government towards the regeneration of historic buildings in South Cardiff e.g., Cardiff Bay Train Station and Merchant Place.
- Cardiff Council, supported by partners including the Cardiff Capital Region, attended MIPIM, the largest gathering of investors and property professionals to showcase opportunities in Cardiff.
- Completed consultation on a draft Economic Strategy: Economic Development White Paper 'Building More and Better Jobs'.
- The Council has secured support from 177 businesses across the City Region who have signed up to Cardiff Commitment working with schools to ignite and inspire interest in a wide range of occupations.
- The Council supported the establishment of UpRising which now has 4 million members in Cardiff.
- Supported Cardiff University to secure £10m AHRC Creative Industries Cluster funding.
- Established Youth Foods as a joint venture with GMB.
- Delivered successful Creative Cities Convention in 2018.

Continued the regeneration of the city centre and Cardiff Bay

- It is expected that major developments at Central Quay will commence in 2019/20 providing a healthy supply of new Grade A space for the city. New grade A office schemes due to commence include:
 - Interchange – 86,000 ft² by 2021

- No 1 John Street – 100,000 ft² by 2020, and
- The Ledger building, Central Quay – 270,000 ft² by 2021.

- The Metro Central Delivery Partnership Working Groups have been established by Transport for Wales and Cardiff Council to progress the Metro System.
- A Special Purpose Vehicle (SPV) has been agreed to deliver the new bus station. Awaiting decision on UK Government investment to enable the project to proceed.
- Work remains on track to enable the Council to take a decision on the Indoor Arena project in 2019.
- Undertaken master-planning for the City Centre and Bay.

Attracted more visitors that stay longer

- Continued to work with partners to delivered a programme of major events hosted in the city:
- The Volvo Ocean Race - Cardiff Stopover followed by the Extreme Sailing Series
- the National Eisteddfod of Wales (2018) free event in Cardiff Bay attracted a record 500,000 visitors
- Artes Mundi which is a biennial international contemporary arts prize was held in Cardiff's National Museum
- Cardiff welcomed back the annual RHS Flower Show to Bute Park
- 22.17 million visitors in 2018 which is a 0.5% increase from 2017
- Cardiff Story Museum - the Cardiff Story Museum has been awarded a Gold Award by Visit Wales for “delivering an outstanding and memorable experience for visitors in all aspects of the attraction”.
- Cardiff Castle attracted 303,238 visitors by hosting new ventures such as open air theatre and events not traditionally associated with the Castle, such as concerts from Pete Tong and Catfish and the Bottlemen. The castle received a net promotor score (NPS) of 45. A NPS score above 0 is considered good, +50 is excellent, and above 70 is considered world class.
- City Hall Functions – the City Hall Functions team has exceeded the one million mark in room hire income - achieving £1,010,630.

Continued to modernise and rationalise the Council's estate

Delivered our Corporate Property Strategy:

- The Council is on track to meet the targets defined in the 5 year Corporate Property Strategy (2015-2020).
- The Corporate Land and Property Management Plan (CLPMP) for 2018/19 was published in Q4.

Continued implementation of the Corporate Landlord Model:

- Development and implementation of Phase 1 Corporate landlord Structure – Phase 2 entering consultation Q1 2019
- Establishment of One Front Door Service Desk as a single point of entry for customer for building related matters. Successfully piloted with the school estate and will be rolled out to the non-school estate in 2019/20.
- In parallel with the One Front Door, The delivery of an updated Schools Handbook. A new handbook for building related matters for the remaining corporate estate to be delivered during 2019/20.
- Commenced implementation of new asset management technology to digitise property asset data and mobile scheduling services within the Corporate Landlord model.
- Detailed assessment of cost of non-domestic building estate. Further detailed examination of costs to continue in 2019/20 to identify areas for cost efficiencies.
- Completed property condition surveys across the schools and non-schools estate

Modernised the operational performance of Property Services:

- Operational cost models developed for building maintenance and cleaning services.
- Procurement of new non domestic building maintenance frameworks commenced.
- Transfer of Mobile Security Services under the ARC.

Improved Building Statutory Maintenance:

- Improved statutory maintenance contracting arrangements including use of SFG 20 as specification for statutory obligations testing and new risk based specification for legionella management supported by RAMIS.
- Established Statutory Maintenance Team as part of the Building Services Team.

Supported Sports, Leisure and Green Spaces

- Capital investment and improvement programme works at Fairwater, Pentwyn and Llanishen Leisure centres implemented to provide high quality facilities in line with leisure management partnership contract.
- Continued the implementation of the peripatetic delivery model for the provision of play services within communities across the city.
- Playground improvements have been completed at Trelai Park, Mill Road, Celtic Park, Parc Rhydypenau, Crawford Drive, and Despenser Gardens.
- Cardiff worked with partners to establish a Sport Stakeholder Group to lead on the development of the Sport Strategy to deliver Sport Wales' 'Vision' for Sport in Wales.
- Established a strategic approach and annual work programme to deliver improvements to our parks and green space
- The Heritage Lottery Fund (HLF) approved a Heritage Grant Scheme for Flatholm. The value of the project, when taking into account other contributions from non-HLF grant sources, has the potential to reach circa £2 million.
- Cathays Cemetery awarded Green Flag status under the Green Heritage Site Accreditation.

4. Moving Forward: Context, Opportunities and Challenges

The directorate management team evaluated performance during 2018/19 and agreed priority areas to focus resources which will deliver strategic improvement going forward. The directorate strategic improvement priorities are listed below:

- Attract more and better jobs
- Attract more visitors that stay longer
- Continue the regeneration of the city centre and Cardiff Bay
- Continue to modernise and rationalise the Council's estate to reduce our footprint
- Supporting Sports, Leisure and Green Spaces

The service identified opportunities to be progressed in 2019-21 which will contribute to the delivery of each Strategic Improvement Priority. These opportunities are outlined below:

Attract more and better jobs

- Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 ft² of Grade A office accommodation in Cardiff.
- Deliver an Industrial Strategy for Cardiff East which will support the progression of the Cardiff Parkway development.
- Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.
- Support the development of the creative industries sector.
- Review options to attract external funding to unlock investment in the city.

Attract more visitors that stay longer

- Develop a sustainable event portfolio which builds on Cardiff's event hosting credentials.
- Agree partnerships to fully exploit tourism opportunities for Cardiff and the region e.g., the development of a 'signature event' and establishing Cardiff as a Music City over the next 5 years.

- Bring forward significant improvements in the visitor experience of Cardiff Bay, Alexandra Head and Mermaid Quay, building on Cardiff's unique industrial heritage.
- Maintain an increase in visitor numbers against the backdrop of Brexit and an overall decline in both tourist visits and spend in all UK regions.
- Establish a new Tourism Strategy.
- Promote Wales' cultural and heritage assets – income generation.

Continue the regeneration of the city centre and Cardiff Bay

- Deliver key infrastructure to support the promotion of a prosperous and thriving city
 - Indoor Arena
 - Cardiff Central Station
 - Dumballs Road
 - International Sports Village
 - Cardiff Canal Quarter

Continue to modernise the Council's estate

- Continue to implement the Corporate Landlord Model
- Deliver Phase 2 people and change restructure to support and develop the Corporate Landlord Model
- Deliver capital receipts and revenue savings through rationalisation and investment in maintenance in the Council estate
- Pilot and roll out the One Front Door Service Desk for the rest of the Council's estate
- Develop Building Handbook across the non-domestic estate
- Establish an annual Capital Preventative Maintenance Programme for the non-domestic estate using information from the Building Condition Surveys or improvement tasks identified by the Health & Safety Team
- Establish Portfolio Managers
- Improve the management of energy usage across the non-domestic estate and transfer the operational functions of the Energy Team to the Economic Development directorate

- Implement the master property IT system to support the Corporate Landlord model
- Continue development of Strategic Asset Management principles
- Develop a new five-year Property Strategy
- Take forward delivery of the Core Office Strategy
- Continue to work with the Health & Safety Team to determine the level of statutory compliance across the estate.

Supporting Sports, Leisure and Green Spaces

- Work with partners and third parties to deliver the Cardiff Sport and Physical Activity Strategy.
- Work with volunteer groups to ensure community engagement in the management and development of our parks and green spaces
- Work with Welsh Water to re-open the Lisvane and Llanishen Reservoir to recreational purposes

The directorate will work with other directorates and partners to increase the scope and number of projects / services delivered in collaboration with partners to achieve efficiencies. To achieve this we will:

- Utilize investment or funding levered in to support businesses
- Business partnerships
- Work with partners to develop the Cardiff Business Events Partnership
- Deliver international business and tourism events in partnership with key promoters
- Work with partners to deliver the City Deal
- Streamline Services
- Implement a Corporate Landlord model to integrate property services across departments
- Deliver improved employment opportunities for students and young people through the Cardiff Commitment and a comprehensive People Programme.

5. Making the Connections - Contributing to Cardiff's Well-being Objectives

A substantial part of our effort and focus as a directorate contributes directly to three local Well-being objectives, which are; A capital city that works for Wales; Safe, confident and empowered communities, and Modernising and integrating our public services. Our contribution to the national Well-being objectives is described below:

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>A Prosperous Wales</p> <p>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<ul style="list-style-type: none"> • Creating more jobs and employment opportunities locally and ensure employment locations are accessible • Supporting businesses financially and otherwise • City Deal • National and international events and marketing activities • Business links to Education providers, Cardiff Commitment • Healthier and safer buildings, good quality office space. • Attract businesses and employment opportunities – well paid in sustainable sectors • Support initiatives to ensure Cardiff continues to be an attractive place to work and visit • Improved transport links and infrastructure 	<ul style="list-style-type: none"> • Creating more jobs and employment opportunities locally and ensure employment locations are accessible • Supporting businesses financially and otherwise • City Deal • National and international events and marketing activities • Business links to Education providers, Cardiff Commitment • Healthier and safer buildings, good quality office space. • Attract businesses and employment opportunities – well paid in sustainable sectors

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>A Prosperous Wales</p> <p>Continued</p>	<ul style="list-style-type: none"> • Provide apprenticeships and work placements (tackling NEETs) • Property modernisation • Reduce dependency on the local authority and support partners to share / take ownership of community projects and buildings – Business Improvement District / property rationalisation 	<ul style="list-style-type: none"> • Support initiatives to ensure Cardiff continues to be an attractive place to work and visit • Improved transport links and infrastructure • Provide apprenticeships and work placements (tackling NEETs) • Property modernisation • Reduce dependency on the local authority and support partners to share / take ownership of community projects and buildings – Business Improvement District / property rationalisation
<p>A Resilient Wales</p> <p>A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<ul style="list-style-type: none"> • Support the introduction of the Metro – sustainable transport • Need to consider the impact a growing city is having on the natural environment, opening up more brownfield sites to remove the pressure on Greenfield sites. • Target economic support to sustainable key sectors, finance, creative sector and ICT. • PDD design ecologically resilient buildings. 	<ul style="list-style-type: none"> • Work with partners to deliver the World Ocean Day June 2019 to build on the legacy of the Volvo Ocean Race • Work with our network of ‘Friends of’ and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and secure improvements in local environmental quality.

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>A Healthier Wales</p> <p>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<ul style="list-style-type: none"> • Ensuring sustainable employment • Establish a Corporate Landlord model to integrate and standardise the management of compliance, maintenance and prioritisation of works for all council buildings so they are safe, secure and fit for purpose • Encourage participation in healthy activities via Arts Active / sports events. • Support the delivery of the National Exercise Referral Scheme. • Develop a strategic plan for the development of sport in the city that secures an increase in participation and attracts investment in our facilities. • Promote and support ethical employers 	<ul style="list-style-type: none"> • Ensuring sustainable and accessible employment to improve health outcomes and poverty levels • Ensuring access to culture, sports and events in order to support the well-being agenda both physical and mental. • Increase participation in sport and leisure activities.
<p>More Equal Wales</p> <p>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<ul style="list-style-type: none"> • Considering who will be able to access the jobs / employment that we will create. • Consider where jobs need to be located to enable people to access them • Enable / encourage deprived and hard to reach communities to apply • Ensuring deprived and hard to reach communities have the right skills to access employment • Using plain language in our job adverts • Major projects such as the Transport Interchange will provide equality of access to economic, social and cultural opportunities • Regeneration projects have a socio economic benefit for surrounding communities including deprived areas 	<ul style="list-style-type: none"> • Contributing to sustainable and accessible employment to improve health outcomes and poverty levels • Training and apprenticeships on a wide range of job opportunities to reduce dependency/NEETs

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>A Wales of Cohesive Communities</p> <p>Attractive, viable, safe and well-connected communities.</p>	<ul style="list-style-type: none"> • PDD designing attractive and well planned built environments reducing anti-social behaviour • PDD / Strategic Estates / Major Projects develop partnerships with stakeholders and local communities e.g., estate rationalisation • Targeted communication campaigns to support various communities e.g., Friends Of/ Volunteer Groups • Help people secure employment and people will spend income on homes, creating a more attractive community. • Supporting and facilitating a diverse events calendar that celebrates the Capital’s diverse communities. 	<ul style="list-style-type: none"> • PDD – designing attractive spaces and well connected buildings in communities. • Improve job opportunities and reduce unemployment. • Stakeholder discussion groups.
<p>A Wales of Vibrant Culture and Thriving Welsh Language</p> <p>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<ul style="list-style-type: none"> • Protecting and improving culture and heritage buildings • Major events to attract tourist and participation in arts and cultural events • Opening and use of spaces within the city • Access to and participation in sports and leisure • Economic Development – levers in funding to ensure a sustainable future for heritage buildings. • Support the growth of the Creative Industries in Cardiff and the region. 	<ul style="list-style-type: none"> • Securing more major events to promote Wales’ culture and heritage in Arts and Sports. • Develop an Events Strategy for Cardiff and build a legacy strategy following key events • Work with partners to progress proposals for a Creative Cluster in the city.

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>Globally Responsible Wales</p> <p>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<ul style="list-style-type: none"> • Protect our parks and open spaces. 	<ul style="list-style-type: none"> • Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.



Cardiff City Overview

6. Delivering the Welsh Language Standards

Management team recognise the importance of meeting Welsh Language need when directly or indirectly delivering services, and in various channels of communication to service users. The Welsh Language Standard Objectives for the directorate are listed in the table below along with progress highlights to date:


Directorate Welsh Language Standard Improvement Objectives	Responsible Officer
<p>1. Documents: Bilingual Agendas and minutes for meetings • conferences and seminars that are open to the public. • Licences • Certificates • Brochures • Leaflets, pamphlets or cards • Policies, strategies, annual reports and plans • Guidelines, Codes of Practice and Rules • Press Statements.</p> <ul style="list-style-type: none"> • All leaflets in Property Services area are now bilingual. • Generic Park & Ride leaflets are bilingual following the Eisteddfod in August 2018. • All consultation programmes are to be undertaken concerning the Welsh Language Standards. 	All OMs
<p>2. Training: All staff with access to a PC must complete the Welsh language awareness e-training on Cardiff Learning Pool site.</p>	All OMs
<p>3. Reception Services: All reception services in the Directorate must deliver bilingual services (or are aware of the process if no Welsh speaker is available). All staff should be aware of the Bilingual Reception Service Guidance.</p> <ul style="list-style-type: none"> • Work has started on the implementation of a new automated telephone system at Cardiff Castle, which will allow callers to choose the language with which they wish to proceed. • Tool Box talks take place every morning at the Castle where amongst other things, staff are informed of anything new in relation to the Welsh Language Standards. 	All OMs

Directorate Welsh Language Standard Improvement Objectives	Responsible Officer
<p>4. Signs, Notices and Display Material: All signs must be bilingual and any new signs produced must have the Welsh text positioned first (all signs after 30th March 2016).</p> <ul style="list-style-type: none"> • An audit has been carried out at St David’s Hall. Following this, various signs are to be updated with the Welsh Language put first followed by the English. • A lot of work has been done at Cardiff Castle with signage particularly the menus in the café, which have been updated and translated. • Welsh language audits have been carried out at Coleridge Road, Wilcox House and City Hall public areas. To date, all public area signage, notices and display material is bilingual. 	All OMs
<p>5. Websites, Online Services and Social Media: All websites linked to the Directorate must be bilingual. Also all social media accounts must be bilingual and operate bilingually.</p> <ul style="list-style-type: none"> • Cardiff Commitment has a Welsh twitter account. • Cardiff Castle have separate Welsh and English twitter accounts. 	All OMs
<p>6. Public Events: Ensure that all public events organised or funded by us are bilingual – checklist available for use for all events.</p>	All OMs
<p>7. Meetings: All staff made aware of the Guidance for Holding Meetings. This includes offering language choice and arranging a simultaneous translator as required.</p>	All OMs
<p>8. Telephone Calls: All staff within your Directorate should be aware of the process for dealing with Welsh language calls. The agreed process includes answering the phone bilingually and transferring correctly.</p>	All OMs


Directorate Welsh Language Standard Improvement Objectives	Responsible Officer
<p>9. Correspondence: Keep a record or create a database of an individual's language choice (Welsh/English) and /or ensure that you have a process in place for recording language choice e.g. SAP CRM.</p> <ul style="list-style-type: none"> The Occupational Road Risk document is bilingual. The aim of this policy is to raise awareness of occupational road risks within the Council. It clarifies responsibilities and supports the Council's workforce and drivers in delivering high standards of safety to minimise risks associated with driving and vehicle operation. 	All OMs

Defnyddiwch eich **Cymraeg** pan welwch yr arwydd hwn

Use your **Welsh** whenever you see this sign



Am ragor o fanylion neu i archebu nwyddau ewch i comisiynyddygybraeg.org
For further details or to order items visit welshlanguagecommissioner.org

 Comisiynydd y Gymraeg
Welsh Language Commissioner




PYST A TAFWYL

YN CYFLWYNO / PRESENTS...

CASTELL CASERDYDD
CARDIFF CASTLE

21.06.19

7. Strategic Directorate Priorities

Summary of Priorities – Statement of what we are trying to achieve

No.	Strategic Directorate Priority	Cabinet Member(s)	Directorate Lead	Contributing to:			
				Well-being Goals	Council Priority	Capital Ambition	Council's Well-being Objectives
1	Attract more and better jobs	Cllr Russell Goodway	Ken Poole	Prosperous Vibrant Culture & Thriving W Lang Healthier More Equal	Working for Wales	Working for Wales	A Capital City that Works for Wales
Page 09	Attract more visitors that stay longer	Cllr Russell Goodway	Jon Day	Prosperous Vibrant Culture & Thriving W Lang Healthier More Equal	Working for Wales	Working for Wales	A Capital City that Works for Wales
3	Continue the regeneration of the city centre and Cardiff Bay	Cllr Russell Goodway	John Worrall	Prosperous Vibrant Culture & Thriving W Lang Healthier More Equal	Working for Wales	Working for Wales	A Capital City that Works for Wales
4	Continue to modernise the Council's estate	Cllr Russell Goodway	Helen Thomas	Globally Responsible Prosperous Resilient	Working for Public Services	Working for Public Services	Modernising and Integrating Our Public Services
5	Support Sport, Leisure and Green Spaces	Cllr Peter Bradbury	Jon Maidment	Globally Responsible Healthier More Equal	Working for Cardiff	Working for Cardiff	Safe, Confident and Empowered Communities

8. Individual Priorities

Strategic Directorate Priority 1: Attract more and better jobs

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Target	Owner
EEI001-Q(a)	New jobs in businesses supported by the Council, financially or otherwise	New	New	1,166	500	Ken Poole
EEI001-Q(b)	Number of safeguarded jobs in businesses supported by the Council, financially or otherwise	New	New	904	500	Ken Poole
ED005-Q(a)	'Grade A' office space committed to in Cardiff (ft ²) (annual measure)	317,732	366,000	0	300,000 (2019/20 – 20/21)	Ken Poole

Risk Management – 'Managing risks that could impact upon the achievement of our priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Limited availability of external funding to unlock investment in the city	C:4	Attract more and better jobs	1
Failure to align Council and partner objectives to deliver strategic projects	C:3	Attract more and better jobs	3, 4, 6, 7, 8, 9

Dependencies – Factors that affect performance of our priorities or, how our priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Finance: Financial resources for marketing and raising awareness	Attract more and better jobs

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
1	Grow the city centre as a location for businesses and investment delivering an additional 300,000ft ² of 'Grade A' office space by 2021. (Corporate Plan/CA)	April 2019	Mar 2021	Ken Poole	<i>Secure new occupiers for new grade 'A' office completions at Hodge House, St Mary Street during 2019/20</i> <i>Secure on site commencement for John Street by 2020; the Interchange and Ledger building by 2021</i>	Meet our Specific Equality Duties and build equality into everything we do
2	Deliver an Industrial Strategy for Cardiff East , which will support the progression of the Cardiff Parkway development (Corporate Plan /CA)	April 2019	Dec 2019	Ken Poole	<i>Prepare a report for Cabinet by Q3</i>	Meet our Specific Equality Duties and build equality into everything we do
3	Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region. (Corporate Plan)	April 2019	Mar 2020	Ken Poole	<i>Finalise the Metro Central settlement</i> <i>Work with the City Deal Office to develop business cases for Cardiff</i>	Meet our Specific Equality Duties and build equality into everything we do
4	Support the development of the creative sector and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme. (Corporate Plan/CA)	April 2019	Mar 2020	Jon Day	<i>Host the 2019 Creative Cities Convention in Cardiff by Q1</i> <i>Establish joint meetings with Bristol and private partners to realise the benefits arising from Channel 4's Creative Hub in Bristol</i>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
					<i>Prepare a sector brochure to raise awareness and attract investment</i>	
5	<p>Support young people into education, employment or training by delivering the Cardiff Commitment:</p> <ul style="list-style-type: none"> • Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region. • Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters. 	April 2019	Mar 2020	Ken Poole	<i>Achieve 300 at total of commitments from local businesses by the end of Q4.</i>	Provide support to people who may experience barriers to achieving their full potential
6	Build on the role that Cardiff can play in delivering for the Welsh and UK economies by working with other Welsh cities and UK Core Cities. (CA Commitment)	April 2019	Mar 2020	Ken Poole	<p><i>Explore models for MIPIM investment in 2020</i></p> <p><i>Work with UK Core Cities to establish priorities</i></p> <p><i>Work with Bristol to realise investments arising from the Channel 4 investment.</i></p>	Meet our Specific Equality Duties and build equality into everything we do
7	Work with others to make sure any European funding lost to Cardiff from leaving the European Union is replaced by the UK Government, advocating strongly for unfettered access to the Single Market, and guarantees for international students and workers. (CA Commitment)	April 2019	Mar 2020	Ken Poole	<i>Provide a Council response for the anticipated Shared Prosperity Fund consultation exercise</i>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
8	Expand Cardiff's 'Knowledge Corridor' by working with partners to secure further investment into the Maindy Park campus, Heath Hospital, the proposed new Velindre Hospital and the GE Innovation Park at Coryton. (CA Commitment)	April 2019	Mar 2020	Ken Poole	<i>Develop business case for developer investment in the GE Healthcare site at Junction 32</i>	Meet our Specific Equality Duties and build equality into everything we do
9	Establish a City Business Forum to help influence the development and implementation of the Council's investment and development agenda. (CA Commitment)	April 2019	Mar 2020	Ken Poole	<i>Explore the establishment of sustainable business models for the City Business Forum</i>	Support wide citizen consultation and engagement with the Council and the decisions it makes
10	Work with the private sector and third sector partners to expand and improve the start-up and incubator space available for new small and medium-sized enterprises in Cardiff. (CA Commitment)	April 2019	Mar 2020	Ken Poole	<i>Explore opportunities to increase incubation space in locations such as Dumballs Road development, James Street and in surplus Council property which may arise.</i>	Provide support to people who may experience barriers to achieving their full potential

Strategic Directorate Priority 2: Attract more visitors that stay longer

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Target	Owner
PED 013	Number of staying visitors (annual measure) <i>Target is a percentage increase on previous year's result</i>	+1.1%	+1.8% /	+0.1% /	+2% Projected 2,106,300	Jon Day
ECR15a	Total visitor numbers (annual measure) <i>Target is a percentage increase on previous year's result</i>	-0.7%	8.1% /	+0.5% /	+2% Projected 22,613,400	Jon Day
ED020	Attendance at Commercial Venues (annual measure)	848,116	907,148	910,517	903,000	Kathryn Richards

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Risk Management – ‘Managing risks that could impact upon the achievement of our priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Tourism growth may be slower than anticipated due to level of investment compared to other core cities	C:3	Attract more visitors that stay longer	11
Secure the necessary finance to deliver the family attraction at the Castle	C:3	Attract more visitors that stay longer	13

Dependencies – Factors that affect performance of our priorities or, how our priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	IT: greater flexibility and access to current technology to afford greater customer relationship management and ability to keep pace with private sector	Attract more visitors that stay longer
	Finance: necessary funding to support major events	Attract more visitors that stay longer
	Partnerships: Success of initiatives such as the Ocean Plastics Education legacy is dependent on collaboration with partnerships	Attract more visitors that stay longer

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
11	Develop a sustainable event portfolio which builds on Cardiff's event hosting credentials. This will include the development of a 'signature event' and establishing Cardiff as a Music City over the next 5 years (Corporate Plan/CA)	April 2019	Mar 2024	Kathryn Richards Chris Hadfield	<i>Report progress in the development of a Music City – Q1 to Q4</i> <i>Report progress in the development of a Signature Event – Q1 to Q4</i> <i>Report progress in the development of an Event Portfolio – Q1 to Q4</i> <i>Deliver concerts at Castle venue in line with the Cardiff Music Strategy – Q1 & Q2</i>	Meet our Specific Equality Duties and build equality into everything we do
Page 75	Bring forward significant improvements in the visitor experience of Cardiff Bay, Alexandra Head and Mermaid Quay, building on Cardiff's unique industrial heritage. (CA Commitment)	April 2019	Mar 2020 4	John Worrall		Meet our Specific Equality Duties and build equality into everything we do
13	Drive up attendances across the Council's venues and attractions , competing with and beating our commercial competitors. (CA Commitment)	April 2019	Mar 2020	Kathryn Richards Chris Hadfield Jon Day	<i>Monitor and report progress in securing new operators for the New Theatre and Norwegian Church in line with the Heritage Buildings Report to Cabinet in November 2018 – Q1 to Q4</i> <i>Monitor and report all open access to the Castle – Q1 – Q4</i> <i>Relocate Old Library TIC to the venue at St David's Hall – Q2</i> <i>Launch business meeting space at new venue in Cardiff Castle – Q1</i>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
Strategic Directorate Priority 3: Continue the regeneration of the city centre and Cardiff Bay						

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Target	Owner
	N/A					

Risk Management – ‘Managing risks that could impact upon the achievement of our priorities

Page	Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
15	Bus Station – Potential delays to timescale	C:3	Continue the regeneration of the city centre and Cardiff Bay	15
	Central Station – City Deal partners to sign off contribution (£45million)	C:2	Continue the regeneration of the city centre and Cardiff Bay	15
	Arena – Secure the site identified as the most suitable for the development including position of site and good transport infrastructure.	C:3	Continue the regeneration of the city centre and Cardiff Bay	14
	PSH – Secure a suitable site. Limited sites available in Cardiff meeting development requirements.	B:3	Continue the regeneration of the city centre and Cardiff Bay	19

Dependencies – Factors that affect performance of our priorities or, how our priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	n/a	

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
14	Progress delivery of a new Indoor Arena to attract premier national and international events (Corporate Plan/CA)	April 2019	Mar 2022	John Worrall	<i>Present business case to Cabinet by end of Q1</i> <i>Progress Cabinet decision – Q2 to Q4</i>	Meet our Specific Equality Duties and build equality into everything we do
15	Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station which sits at the heart of the South Wales Metro and the Integrated Transport Hub. (Corporate Plan/CA)	April 2019	Mar 2020	John Worrall	<i>Bus Station - Final agreements that will enable the development to proceed are expected to be in place by the end of Q1</i> <i>Central Station – Awaiting a decision on UK Government match funding to enable the project to proceed</i> <i>Formation of the Metro Delivery Group following the conclusions of the Working Groups</i>	Meet our Specific Equality Duties and build equality into everything we do
16	Bring forward a new mixed use development at Dumballs Road through the delivery of 2,000 homes by 2022. (Corporate Plan/CA)	April 2019	Mar 2022	Chris Barnett	<i>Complete draft masterplan by end of Q1</i> <i>Report to Cabinet in Q4 for approval of affordable housing proposal</i>	Meet our Specific Equality Duties and build equality into everything we do
17	Develop a new vision and masterplan for Cardiff Bay by 2020. (CA) including taking forward delivery of the next phase development for the International Sports Village by 2019. (Corporate Plan)	April 2019	Mar 2020	John Worrall	<i>Report to Cabinet on a way forward in Q1</i>	Meet our Specific Equality Duties and build equality into everything we do

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
18	Launch a new masterplan for the Cardiff Canal Quarter by April 2020. (Corporate Plan)	April 2019	Mar 2020	John Worrall	<i>Deliver the Canal Quarter, 1st Phase Master Plan by Q1</i>	Meet our Specific Equality Duties and build equality into everything we do
19	Take forward delivery of the Core Office Strategy . (Corporate Plan)	April 2019	Mar 2022	Chris Barnett	<i>Prepare Outline Business Case and present to Cabinet in July 2020</i> <i>Progress Cabinet decision – Q3 to Q4</i>	Meet our Specific Equality Duties and build equality into everything we do

Strategic Directorate Priority 4: Continue to modernise the Council’s estate

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Target	Owner
ED014-Q	Reduce the gross internal area (GIA) of buildings in operational use. (annual measure)	7.9% / 617,593 ft ²	0.8% / 62,345 ft ²	3% / 235,108 ft ²	3%	Helen Thomas
ED015	Reduce the total running cost of occupied operational buildings. (annual measure)	9.2% / £3,322,009	1% / £345,221	2.4% / £864,918	1.7%	Helen Thomas
ED018	Reduce the maintenance backlog. (annual measure)	£8,892,951 / 8.6%	£1,215,817 / 1.2%	£4,811,127 / 4.6%	£4,000,000	Helen Thomas
ED019-Q	Capital income generated. (annual measure)	£6,019,500	£3,864,321	£15,220,558	£15,000,000	Helen Thomas

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Risk Management – ‘Managing risks that could impact upon the achievement of our priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Non-completion of Statutory Building Equipment maintenance	B:2	Continue to modernise the Council’s estate	20, 22
Operational property maintenance – address the poor condition of the Council’s operational estate. Potential delay to establishment of Preventative Maintenance Programme for the non-schools estate. Delay associated with data gathering, prioritisation and development of programme.	C:2	Continue to modernise the Council’s estate	20, 22

Dependencies – Factors that affect performance of our priorities or, how our priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Corporate Landlord Delivery Model - required resources for implementation of the proposed model.	Continue to modernise the Council's estate

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
20	Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance. (Corporate Plan)	April 2019	Sept 2019	Simon Reynolds	<i>Roll out One Front Door consent process across the Non-School estate</i>	Meet our Specific Equality Duties and build equality into everything we do
Page 80		April 2019	Sept 2019		<i>Development and implementation of Non Schools Handbook including new process and governance for all property related matters</i>	
		April 2019	April 2020		<i>Development and delivery of Annual Capital Preventative Maintenance programme</i>	
		April 2019	Mar 2020		<i>Complete asset management baseline data gathering to inform Property Strategy and pro-active estate management</i>	
		April 2019	Mar 2020	Helen Thomas	<i>Deliver the 2019-20 Annual Property Plan during Q1 – Q4</i>	

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
21	Develop a new five-year Property Strategy by March 2020 (Corporate Plan)	April 2019	Mar 2020	Helen Thomas	<i>Prepare a draft by the end of Q3</i>	Meet our Specific Equality Duties and build equality into everything we do
22	Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management , targeting increased investment in schools that require priority action by March 2020. (Corporate Plan)	April 2019	Mar 2020	David Lowe	<i>Work with Education on the delivery of the 2019/20 Asset Management Programme for Schools</i>	Meet our Specific Equality Duties and build equality into everything we do

Strategic Directorate Priority 5: Support Sport, Leisure and Green Spaces

Performance – How we will measure our performance against each priority

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Target	Owner
SLC10	The number of Green Flag Parks and Open Spaces (annual measure)	10	11	12	13	Jon Maidment
PS100	The number of volunteer hours committed to parks and green spaces	17,800	17,149	20,488	18,000	Jon Maidment
PSM/017	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	7,263.21	8,303.75	7,829.30	2% increase	Jon Maidment /Steve Morris

Risk Management – ‘Managing risks that could impact upon the achievement of our priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
GLL fail to deliver on the agreed legal contract and the subsequent financial objectives.	C:4	Support Sport, Leisure and Green Spaces	
Cardiff Sport and Physical Activity Strategy – Delivery is dependent on the co-operation and a shared vision with third parties	C:3	Support Sport, Leisure and Green Spaces	
Programme for allocating capital contributions – Reduced availability of external funding expected. HLF Parks for People funding stream is likely to be unavailable for future projects and there will be much greater competition for Heritage Grants as the parks specific heritage stream is likely to be closed.	C:3	Support Sport, Leisure and Green Spaces	
Volunteer Hours – Possible cuts to number of Community Park Rangers	C:4	Support Sport, Leisure and Green Spaces	24

Dependencies – Factors that affect performance of our priorities or, how our priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
1	Cardiff Sport and Physical Activity Strategy – Rugby Leagues, Sport Governing Bodies, Sport Wales, Cardiff Med and third parties managing sport facilities.	Support Sport, Leisure and Green Spaces
2	Friends Of and volunteer groups – the work of Friends Groups is dependent on the support and supervision of the Community Park Rangers.	Support Sport, Leisure and Green Spaces

Key actions that will be taken to achieve the Strategic Directorate Priority

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
23 Page 83	Work with partners to develop strategic plans for the development of sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision. (Corporate Plan/CA)	April 2019	Mar 2020	Jon Maidment	<p><i>Establish Sport and Physical Activity Board by the end of Q1</i></p> <p><i>Develop terms of reference in Q1</i></p> <p><i>Develop project plan and scope during Q1</i></p> <p><i>Procure a development partner / consultant to support the Board and deliver key aspects of the project plan – Q2</i></p> <p><i>Commence an audit of participation and ward analysis in Q3</i></p> <p><i>Test supply and demand through the facilities planning toolkit during Q3</i></p> <p><i>Carry out a future trends and population growth needs assessment - 3</i></p> <p><i>Finalisation of Playing Pitch and outdoor provision – Q3</i></p>	Support wide access to Council information and environments, and participation in Council Services

Ref	Headline Actions	Start Date	End Date	Responsible Officer*	Key Milestones during 2019-20	Link to Equality Objective
					<p><i>Produce Draft Sport and Physical Activity Strategy with action plan by the end of Q4</i></p> <p><i>Produce Playing Pitch Strategy and action plans – Q4</i></p>	
24	Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality (Corporate Plan/CA)	April 2019	Mar 2020	Jon Maidment	<p><i>Facilitate quarterly meetings of the friends forum in Q1-4</i></p> <p><i>Support interest from local communities wishing to develop new constituted friends groups in Q1-4</i></p> <p><i>Support/ facilitate volunteer work days / events in Q1-4</i></p> <p><i>Support third parties with bids for external funding in Q1-4</i></p>	Support wide access to Council information and environments, and participation in Council Services
25	Work in partnership with Welsh Water to re-open the Lisvane and Llanishen Reservoir sites for recreational purposes and reintroduce sailing to the Llanishen reservoir (Corporate Plan)	April 2019	Mar 2020	Jon Maidment	<i>Work with welsh water supporting the development of project and delivery plans during Q1 – Q4</i>	Support wide access to Council information and environments, and participation in Council Services
26	To develop a comprehensive People Programme that provides opportunities during the financial year. (Directorate Wide Action)	April 2019	Mar 2020	Jon Maidment	<p><i>Carry out baseline analysis by the end of Q1</i></p> <p><i>Identify opportunities for the programme within the Directorate in Q2</i></p> <p><i>Implement, create and monitor during Q3</i></p> <p><i>Implement, create, monitor and report by the end of Q4</i></p>	Support wide access to Council information and environments, and participation in Council Services

Section 7 should be repeated for each Strategic Directorate Priority

Appendix 1 – Directorate Profile

9. Our Finances

The Economic Development Directorate has a gross expenditure budget of £41.581 million and targets for external income to the value of £37.829 million, leaving a net budget of £3.752 million for 2019/20.

The directorate is made up of a number of diverse services with expenditure largely relating to staffing costs and premises budgets, with significant building responsibilities within Facilities Management for repairs and maintenance, energy costs, cleaning and security at Council owned and leased buildings.

The significant external income targets partly relate to the Culture, Venues and Events functions (£19.894 million). This division includes the arts, cultural and heritage venues such as St David's Hall, the New Theatre, City Hall and Cardiff Castle providing a range of services to the public often in direct competition with other private sector providers.

Other areas generating external income include fees and charges for the Sport and Leisure and Play services (£3.779 million) and the Property division (£5.530 million) which manages the investment portfolio and operational estate and related income from rentals and leases. In addition, the Directorate is responsible for the generation of bus shelter and other advertising income and for workshops rental and service charge income.

The budgets for Facilities Management and Project Design and Development functions include internal recharge income targets to other Directorates across the Council totalling £33.052 million.

Also managed within Economic Development budgets are Major Projects and Events, some of which are one off or residual liabilities such as the Dr Who Experience building.

The Economic Development Directorate has identified savings for 2019/20 totalling £3.153 million and these are analysed in the table set out below:

2019/20 Savings	£'000
Income Generation	150
Business processes	1,127
Employees	1,876
Total	3,153

These savings targets are in addition to significant targets of £2.486 million set and largely achieved in 2018/19. Carried forward into 2019/20 as not achieved in the 2018/19 financial year will be £440,000 of savings giving a total target of £3.593 million for 2019/20. This shortfall was partly due to delayed restructures including at the Castle which are anticipated should be implemented and achievable in full in 2019/20.

The main pressures for 2019/20 will be the requirement to continue to achieve the significant external income targets whilst managing the increasing demand for repairs and maintenance across the Council's buildings and estate.

10. Our Workforce – 842 FTE employees

Over the last year restructures have been underway designed to implement the Corporate Landlord model in Strategic Estates, Capital Projects, comprising PD&D and Schools Capital Delivery, and Property Services, comprising Building Services and Property Support Services.

A new Statutory Maintenance Team was established as part of the Building Service Team and the One Front Door Service Desk launched as a single point of entry for customer for building related matters.

In addition to the above, we also established Youth Foods as a joint venture with GMB. The directorate worked with partners to provide a total of 94 opportunities to develop specialist competencies through our People Programme across the directorate including work experience, apprenticeships and placements under the European Union exchange student programmes.

We will continue to implement the directorate workforce strategy toolkit to establish the current skills set and deliver future training requirements.

Appendix 2 – Additional Directorate Key Performance Indicators

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-2017 Result	2017-2018 Result	2018-19 Result	2019-20 Target	Owner
ED007	The percentage of Council workshops let	92.6%	92.6%	93.2%	90%	Ken Poole
ED011	Customer Satisfaction (workshop tenants) (annual measure)	100%	95.24%	82%	75%	Ken Poole
ED012	Customer Satisfaction (Businesses supported) (annual measure)	96%	100%	tbc	75%	Ken Poole
*CUL/01	Number of Paid Attendances at St David's Hall and New Theatre	418,626	423,414	473,331	tbc	Kathryn Richards
*CUL/06	Retained Income For St David's Hall and New Theatre	£1,684,914	£1,870,176	£1,625,693	tbc	Kathryn Richards
*VT 2c	Total Income for Cardiff Castle	£3,436,401	£4,056,683	£4,139,833	£4,222,000	Kathryn Richards
*VM 1a	Number of Attendances at Cardiff Castle (paid admission)	300,439	315,618	303,238	315,000	Kathryn Richards
*VT 2b	Total Income for City Hall	£890,430	£954,914	£1,006,016		Kathryn Richards
CCM001	City Centre Footfall	43.5 million	43 million	44,919,000	45,000,000	Kathryn Richards
DC2	Design Construction Management (DCM) End User project satisfaction (annual)	83.75%	80.83%	81.16%	tbc	Gavin Traylor
DC2A	Design Construction Management (DCM) Internal Client Satisfaction Survey (PDD Service area client annual survey - overall service provided)	82.50%	83.25%	tbc	tbc	Gavin Traylor
ED021	Percentage of Customers Satisfied with the Service (Property Services)(annual measure)	n/a	Established Target	100%	85%	David Lowe

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2016-17 Result	2017-18 Result	2018-19 Result	2019-20 Target	Owner
PS003a	The number of individuals participating in parks / outdoor sport	174,326	155,464	232,865	tbc	Jon Maidment
PS010	Total number of children aged 7-16 engaged in Sport Cardiff-led activities	27,169	27,338	25,765	tbc	Jon Maidment
KPI06	The number of attendances at our leisure facilities (GLL)	1,618,291	1,454,755	1,464,635	2%	Jon Maidment
PAM/041	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16- weeks	n/a	n/a	45.7%	48%	Jon Maidment
PAM/042	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16-weeks (annual measure)	n/a	n/a	76.9%	79%	Jon Maidment



**CYNGOR CAERDYDD
CARDIFF COUNCIL****ECONOMY & CULTURE SCRUTINY COMMITTEE**

6 June 2019

CORRESPONDENCE REPORT

Background

1. Following most Committee meetings, the Chair writes a letter to the relevant Cabinet Member or officer, summing up the Committee's comments and recommendations regarding the issues considered.
2. At the Committee meeting on 9 May 2019, Members received a report detailing the correspondence sent and received up to that meeting. Correspondence was sent following that Committee meeting. The current position is set out below:
 - i. *Response Received*– from Councillor Bradbury to the Chair's letter regarding the presentation briefing on Sound Diplomacy's report on the Music Ecosystem of Cardiff, received at Committee on 9 April 2019;
 - ii. *Response Received* – from Councillor Bradbury to the Chair's letter regarding the presentation briefing on the Cardiff Harbour Authority review, received at Committee on 9 May 2019
 - iii. *No Response Required* – from Neil Hanratty to the Chair's letter regarding the update on Dumballs Road regeneration and the Cabinet Response to the Council Workshops and Innovation Premises Inquiry, considered at Committee on 9 May 2019.
3. Copies of the Chair's letters and responses received can be found on the Council's website page for the relevant Committee meeting, with a hyperlink provided at the top of the page, entitled '*correspondence following the committee meeting*'.

Way Forward

4. During their meeting, Members will have the opportunity to reflect on the correspondence update.

Legal Implications

5. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

6. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to reflect on the update on committee correspondence.

Davina Fiore

Director - Governance and Legal Services

31 May 2019

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

6 JUNE 2019

DEVELOPING A WORK PROGRAMME 2019-2020

Purpose of Report

1. This report seeks the views of Members with regard to the approach they wish to take to discuss and agree priorities for Committee's 2019/20 Work Programme and seeks Members views on the proposed dates for committee meetings in 2019/20.

Background

2. The Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (Scrutiny Procedure Rule 7). This Committee's terms of reference give the Committee responsibility for scrutinising, measuring and actively promoting improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the following areas:

- Cardiff City Region City Deal
- Inward Investment & the Marketing of Cardiff
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprises
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

3. This Committee's terms of reference also include the ability to '*assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government*

services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery’.

4. Scrutiny plays an essential role in promoting accountability, efficiency and effectiveness in the Council’s decision-making process and the way in which it delivers services. The main roles of the Scrutiny Committees are:
 - i. Holding to account the Cabinet and officers, as decision-makers.
 - ii. Being a ‘*critical friend*’, questioning how decisions have been made, providing a ‘*check and balance*’ to decision makers and undertaking reviews of services and policy.
 - iii. Providing a voice for citizens.

Developing a work programme

5. It is up to Committee Members how they wish to approach developing a work programme. Whichever approach is used, the proposed work programme will be brought to Committee for discussion, amendment and formal approval. In previous years, Members have used the following approaches:
 - i. Work programming forum held directly before or after July committee meeting;
 - ii. Work programming forum held on a different day from July committee meeting;
 - iii. Item at July committee meeting.

6. In order to inform the work programming process, Committee Members identify potential items for consideration and prioritisation. This is usually done by tasking the scrutiny officer to:
 - i. seek suggestions from Members;
 - ii. review the items recommended by the previous Committee;
 - iii. review corporate documents, forthcoming legislation, the work programmes of relevant auditors, inspectors and regulators, partnership, consortia and regional documents;

- iv. check other relevant documentation to identify areas within the terms of reference for the Committee; and
 - v. discuss potential items with senior officers.
7. Given the range of areas covered by the Committee, and the amount of time and resource available to Committee, Committee Members prioritise items. Normally, Members prioritise items by using the PICK mechanism¹ to choose items that: can have most impact; are of importance to the public; will help to deliver improved performance; and are not being investigated by other routes.
8. Members can choose to hear items at Committee, either as a one-off item or as a series of items over time. Where resources allow, Members can also choose to consider items outside Committee, via task group inquiries and panels.
9. In setting their work programme, Members are advised to be mindful of Wales Audit Office advice for scrutiny committees to aim to achieve committee meetings that last no longer than three hours, whilst maintaining robust and appropriate levels of scrutiny across the terms of reference, by ensuring agendas are of a manageable size and that work occurs outside committee meetings. On average, this equates to agendas consisting of no more than two substantial items.

Proposed Dates of Committee Meetings

10. At the Annual General Meeting of Council on 23 May 2019, Members considered the calendar of committee meetings September 2019 - August 2020 and agreed these as provisional dates, subject to further consultation with Chairs and Committee following the Annual General Meeting. There are eleven scheduled meetings for this Committee July 2019 – July 2020. The dates of these meetings are:
- i. 4 July 2019
 - ii. 19 September 2019

¹ PICK stands for Public Interest, Impact, Council Performance and Keeping in Context.

- iii. 3 October 2019
- iv. 7 November 2019
- v. 5 December 2019
- vi. 16 January 2020
- vii. Between 11 February 2020 – 18 February 2020
- viii. 5 March 2020
- ix. *No meeting currently scheduled in April 2020*
- x. 7 May 2020
- xi. 11 June 2020
- xii. 9 July 2020.

11. Members are asked to note the following:
- a. Committee meetings are scheduled to start at 4.30pm apart from the February 2020 Committee meeting, which is dedicated to scrutiny of budgetary proposals and may take place during the day, rather than at 4.30pm
 - b. There is no meeting currently scheduled in April 2020.
12. Members are requested to consider the proposed dates outlined above and discuss whether any amendments to these dates are required. To assist Members, the full calendar of council meetings is attached at **Appendix A**.

Way Forward

13. During their meeting, Members may wish to explore the best approach to developing the 2019/20 work programme, including agreeing the approach to take to generate the initial list of items and to prioritise items. Members may also wish to raise particular issues of interest for inclusion in the Committee's work programming forum discussions. Members are also requested to consider the proposed dates of committee members and discuss whether any amendments are required.

Legal Implications

14. 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

15. 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:

- I. Discuss and agree the approach to developing the Committee's work programme for 2019-20, so that a final version of the programme can be brought back to the Committee for formal approval.

Davina Fiore
Director of Governance & Legal Services
31 May 2019

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DINAS A SIR CAERDYDD
CITY AND COUNTY OF CARDIFF

COUNCIL SUMMONS

THURSDAY, 23 MAY 2019

GWYS Y CYNGOR

DYDD IAU, 23 MAI 2019,

SUPPLEMENTAL PAPERS

Item	Description and Page Number(s)
16	Programme of Council Meetings – Appendix A (<i>Pages 3 - 12</i>)

Davina Fiore
Director of Governance & Legal Services

County Hall
Cardiff
CF10 4UW

Friday, 17 May 2019

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

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CALENDAR OF MEETING 2019/2020

APPENDIX A

Meetings from June 2019 – August 2019 – Agreed at Annual Council 24 May 2018.

Day	Date	Time	Committee	Venue
Mon	03 June 2019			
Tues	04 June 2019	10.30am	Public Protection Committee	Committee Room 1
Tues	04 June 2019	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	05 June 2019	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	06 June 2019	4.30pm	Economy & Culture	Committee Room 4
Fri	07 June 2019			
Mon	10 June 2019	5.00 pm	Local Authority Governor Panel	Committee Room 4
Tues	11 June 2019	4.30pm	Children and Young People Scrutiny	Committee Room 4
Wed	12 June 2019	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	13 June 2019	2.00pm	CABINET	County Hall
Fri	14 June 2019	2.00pm	Glamorgan Archives Joint Committee	Archives
Mon	17 June 2019			
Tues	18 June 2019			
Wed	19 June 2019	11.30am	Works Council	Committee Room 1
Wed	19 June 2019	1.30pm	Planning Committee	Committee Room 4
Thurs	20 June 2019	4.30pm	COUNCIL	City Hall
Fri	21 June 2019			
Mon	24 June 2019			
Tues	25 June 2019	10.00am	Prosiect Gwyrdd Joint Committee	Monmouthshire Council
Tues	25 June 2019	2.00pm	Audit Committee	Committee Room 4
Wed	26 June 2019			
Thurs	27 June 2019			
Fri	28 June 2019	10.00am	Wales Pension Partnership Joint Governance Committee	Committee Room 4
Mon	01 July 2019			
Tues	02 July 2019	10.30am	Public Protection Committee	Committee Room 1
Tues	02 July 2019	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	03 July 2019	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	04 July 2019	4.30pm	Economy & Culture	Committee Room 4
Fri	05 July 2019			
Mon	08 July 2019			
Tues	09 July 2019	4.30pm	Children and Young People Scrutiny	Committee Room 4
Wed	10 July 2019	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	11 July 2019	2.00pm	CABINET	County Hall
Thurs	11 July 2019	5.00pm	Pension Committee	Committee Room 2
Fri	12 July 2019			
Mon	15 July 2019	5.00pm	Democratic Services Committee	tbc
Tues	16 July 2019	2.00pm	Corporate Parenting Advisory	Committee Room 4

Day	Date	Time	Committee	Venue
Wed	17 July 2019	1.30pm	Planning Committee	Committee Room 4
Thurs	18 July 2019	4.30pm	COUNCIL	City Hall
Fri	19 July 2019			
Mon	22 July 2019			
Tues	23 July 2019			
Wed	24 July 2019			
Thurs	25 July 2019			
Fri	26 July 2019			
Mon	29 July 2019			
Tues	30 July 2019			
Wed	31 July 2019			
Thurs	01 Aug 2019			
Fri	02 Aug 2019			
Mon	05 Aug 2019			
Tues	06 Aug 2019	10.30am	Public Protection Committee	Committee Room 1
Wed	07 Aug 2019			
Thurs	08 Aug 2019			
Fri	09 Aug 2019			
Mon	12 Aug 2019			
Tues	13 Aug 2019			
Wed	14 Aug 2019	1.30pm	Planning Committee	Committee Room 4
Thurs	15 Aug 2019			
Fri	16 Aug 2019			
Mon	19 Aug 2019			
Tues	20 Aug 2019			
Wed	21 Aug 2019			
Thurs	22 Aug 2019			
Fri	23 Aug 2019			
Mon	26 Aug 2019		BANK HOLIDAY	
Tues	27 Aug 2019			
Wed	28 Aug 2019			
Thurs	29 Aug 2019			
Fri	30 Aug 2019			

PROVISIONAL CALENDAR OF COMMITTEE MEETINGS – SEPTEMBER 2019 – AUGUST 2020

Dates for Committee meetings are for further consultation with Chairs of Committees following the Annual Meeting.

Meetings of Council and Cabinet are confirmed meetings.

Day	Date	Time	Committee	Venue
Mon	02 Sept 2019			
Tues	03 Sept 2019	10.30am	Public Protection Committee	Committee Room 1
Wed	04 Sept 2019	5.00pm	Standards & Ethics Committee	Committee Room 4
Thurs	05 Sept 2019			
Fri	06 Sept 2019			
Mon	09 Sept 2019			
Tues	10 Sept 2019	2.00pm	Audit Committee	Committee Room 4
Wed	11 Sept 2019	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	12 Sept 2019	4.30pm	COUNCIL	County Hall
Fri	13 Sept 2019			
Mon	16 Sept 2019			
Tues	17 Sept 2019	2.00pm	Corporate Parenting Advisory Committee	tbc
Tues	17 Sept 2019	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	18 Sept 2019	1.30pm	Planning Committee	Committee Room 4
Thurs	19 Sept 2019	4.30pm	Economy & Culture	Committee Room 4
Fri	20 Sept 2019			
Mon	23 Sept 2019			
Tues	24 Sept 2019	4.30pm	Children and Young People Scrutiny	Committee Room 4
Wed	25 Sept 2019	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	26 Sept 2019	2.00pm	CABINET	County Hall
Fri	27 Sept 2019			
Mon	30 Sept 2019	5.00pm	Constitution Committee	Committee Room 4
Tues	01 Oct 2019	10.30am	Public Protection Committee	Committee Room 1
Tues	01 Oct 2019	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	02 Oct 2019	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	03 Oct 2019	4.30pm	Economy & Culture	Committee Room 4
Fri	04 Oct 2019			
Mon	07 Oct 2019			
Tues	08 Oct 2019	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	09 Oct 2019	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	10 Oct 2019	2.00pm	CABINET	County Hall
Fri	11 Oct 2019			
Mon	14 Oct 2019			
Tues	15 Oct 2019			
Wed	16 Oct 2019	1.30pm	Planning Committee	Committee Room 4

Day	Date	Time	Committee	Venue
Thurs	17 Oct 2019			
Fri	18 Oct 2019			
Mon	21 Oct 2019			
Tues	22 Oct 2019			
Wed	23 Oct 2019			
Thurs	24 Oct 2019	4.30pm	COUNCIL	County Hall
Fri	25 Oct 2019			
Mon	28 Oct 2019			
Tues	29 Oct 2019			
Wed	30 Oct 2019			
Thurs	31 Oct 2019			
Fri	01 Nov 2019			
Mon	04 Nov 2019			
Tues	05 Nov 2019	10.30am	Public Protection Committee	Committee Room 1
Tues	05 Nov 2019	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	06 Nov 2019	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	07 Nov 2019	4.30pm	Economy & Culture	Committee Room 4
Fri	08 Nov 2019			
Mon	11 Nov 2019			
Tues	12 Nov 2019	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	13 Nov 2019	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	14 Nov 2019			
Fri	15 Nov 2019			
Mon	18 Nov 2019			
Tues	19 Nov 2019	2.00pm	Corporate Parenting Advisory Committee	Committee Room 4
Wed	20 Nov 2019	1.30pm	Planning Committee	Committee Room 4
Thurs	21 Nov 2019	2.00pm	CABINET	County Hall
Fri	22 Nov 2019			
Mon	25 Nov 2019			
Tues	26 Nov 2019			
Wed	27 Nov 2019			
Thurs	28 Nov 2019	4.30pm	COUNCIL	County Hall
Fri	29 Nov 2019			
Mon	02 Dec 2019			
Tues	03 Dec 2019	10.30am	Public Protection Committee	Committee Room 1
Tues	03 Dec 2019	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	04 Dec 2019	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	05 Dec 2019	4.30pm	Economy & Culture	Committee Room 4
Fri	06 Dec 2019			
Mon	09 Dec 2019			

Day	Date	Time	Committee	Venue
Tues	10 Dec 2019	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	11 Dec 2019	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Wed	11 Dec 2019	5.00pm	Standards & Ethics Committee	tbc
Thurs	12 Dec 2019	2.00pm	CABINET	County Hall
Fri	13 Dec 2019			
Mon	16 Dec 2019			
Tues	17 Dec 2019			
Wed	18 Dec 2019	1.30pm	Planning Committee	Committee Room 4
Thurs	19 Dec 2019			
Fri	20 Dec 2019			
Mon	23 Dec 2019			
Tues	24 Dec 2019			
Wed	25 Dec 2019		Bank Holiday	
Thurs	26 Dec 2019		Bank Holiday	
Fri	27 Dec 2019			
Mon	30 Dec 2019			
Tues	31 Dec 2019			
Wed	1 Jan 2020		Bank Holiday	
Thurs	2 Jan 2020			
Fri	3 Jan 2020			
Mon	06 Jan 2020			
Tues	07 Jan 2020	10.30am	Public Protection Committee	Committee Room 1
Tues	07 Jan 2020	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	08 Jan 2020			
Thurs	09 Jan 2020			
Fri	10 Jan 2020			
Mon	13 Jan 2020			
Tues	14 Jan 2020	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	15 Jan 2020	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	16 Jan 2020	4.30pm	Economy & Culture	Committee Room 4
Fri	17 Jan 2020			
Mon	20 Jan 2020	5.00pm	Democratic Services Committee	tbc
Tues	21 Jan 2020	2.00pm	Audit Committee	Committee Room 4
Wed	22 Jan 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	23 Jan 2020	2.00pm	CABINET	County Hall
Fri	24 Jan 2020			
Mon	27 Jan 2020			
Tues	28 Jan 2020	2.00pm	Corporate Parenting Advisory Committee	Committee Room 4
Wed	29 Jan 2020			
Thurs	30 Jan 2020	4.30pm	COUNCIL	City Hall
Fri	31 Jan 2020			

Day	Date	Time	Committee	Venue
Mon	03 Feb 2020			
Tues	04 Feb 2020	10.30am	Public Protection Committee	Committee Room 1
Wed	05 Feb 2020			
Thurs	06 Feb 2020			
Fri	07 Feb 2020			
Mon	10 Feb 2020			
Tues	11 Feb 2020		Dates for Budget Scrutiny Meetings to be advised	
Wed	12 Feb 2020			
Thurs	13 Feb 2020			
Fri	14 Feb 2020			
Mon	17 Feb 2020		Dates for Budget Scrutiny Meetings to be advised	
Tues	18 Feb 2020			
Wed	19 Feb 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	20 Feb 2020	2.00pm	CABINET	County Hall
Fri	21 Feb 2020			
Mon	24 Feb 2020			
Tues	25 Feb 2020			
Wed	26 Feb 2020			
Thurs	27 Feb 2020	4.30pm	COUNCIL (BUDGET)	City Hall
Fri	28 Feb 2020			
Mon	02 March 2020			
Tues	03 March 2020	10.30am	Public Protection Committee	Committee Room 1
Tues	03 March 2020	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	04 March 2020	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	05 March 2020	4.30pm	Economy & Culture	Committee Room 4
Fri	06 March 2020			
Mon	09 March 2020			
Tues	10 March 2020	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	11 March 2020	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	12 March 2020			
Fri	13 March 2020			
Mon	16 March 2020			
Tues	17 March 2020	2.00pm	Corporate Parenting Advisory Committee	Committee Room 4
Wed	18 March 2020	1.30pm	Planning Committee	Committee Room 4
Wed	18 March 2020	5.00pm	Standards & Ethics Committee	tbc
Thurs	19 March 2020	2.00pm	CABINET	County Hall
Fri	20 March 2020			
Mon	23 March 2020			
Tues	24 March 2020	2.00pm	Audit Committee	Committee Room 4
Wed	25 March 2020			

Day	Date	Time	Committee	Venue
Thurs	26 March 2020	4.30pm	COUNCIL	City Hall
Fri	27 March 2020			
Mon	30 March 2020			
Tues	31 March 2020	10.30am	Public Protection Committee	Committee Room 1
Wed	01 April 2020			
Thurs	02 April 2020	2.00pm	CABINET	County Hall
Fri	03 April 2020			
Mon	06 April 2020			
Tues	07 April 2020			
Wed	08 April 2020			
Thurs	09 April 2020			
Fri	10 April 2020		Bank Holiday	
Mon	13 April 2020		Bank Holiday	
Tues	14 April 2020			
Wed	15 April 2020			
Thurs	16 April 2020			
Fri	17 April 2020			
Mon	20 April 2020			
Tues	21 April 2020			
Wed	22 April 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	23 April 2020			
Fri	24 April 2020			
Mon	27 April 2020	5.00pm	Constitution Committee	Committee Room 4
Tues	28 April 2020			
Wed	29 April 2020			
Thurs	30 April 2020			
Fri	01 May 2020			
Mon	04 May 2020		Bank Holiday	
Tues	05 May 2020	10.30am	Public Protection Committee	Committee Room 1
Tues	05 May 2020	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	06 May 2020	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	07 May 2020	4.30pm	Economy & Culture	Committee Room 4
Fri	08 May 2020			
Mon	11 May 2020			
Tues	12 May 2020	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	13 May 2020	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	14 May 2020	2.00pm	CABINET	County Hall
Fri	15 May 2020			
Mon	18 May 2020			
Tues	19 May 2020	2.00pm	Corporate Parenting Advisory Committee	Committee Room tbc

Day	Date	Time	Committee	Venue
Wed	20 May 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	21 May 2020	4.30pm	ANNUAL COUNCIL	City Hall
Fri	22 May 2020			
Mon	25 May 2020		Bank Holiday	
Tues	26 May 2020			
Wed	27 May 2020			
Thurs	28 May 2020			
Fri	29 May 2020			
Mon	01 June 2020			
Tues	02 June 2020	10.30am	Public Protection Committee	Committee Room 1
Tues	02 June 2020	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	03 June 2020	4.30pm	Community & Adult Scrutiny	Committee Room 4
Thurs	04 June 2020			
Fri	05 June 2020			
Mon	08 June 2020			
Tues	09 June 2020	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	10 June 2020	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	11 June 2020	4.30pm	Economy & Culture	Committee Room 4
Fri	12 June 2020			
Mon	15 June 2020			
Tues	16 June 2020			
Wed	17 June 2020			
Thurs	18 June 2020	2.00pm	CABINET	County Hall
Fri	19 June 2020			
Mon	22 June 2020			
Tues	23 June 2020	2.00pm	Audit Committee	Committee Room 4
Wed	24 June 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	25 June 2020	4.30pm	COUNCIL	City Hall
Fri	26 June 2020			
Mon	29 June 2020			
Tues	30 June 2020			
Wed	01 July 2020			
Thurs	02 July 2020			
Fri	03 July 2020			
Mon	06 July 2020			
Tues	07 July 2020	10.30am	Public Protection Committee	Committee Room 1
Tues	07 July 2020	4.30pm	Environmental Scrutiny	Committee Room 4
Wed	08 July 2020	4.30pm	Community & Adult Scrutiny	Committee Room 4
Wed	08 July 2020	5.00pm	Standards & Ethics Committee	tbc
Thurs	09 July 2020	4.30pm	Economy & Culture	Committee Room 4
Fri	10 July 2020			

Day	Date	Time	Committee	Venue
Mon	13 July 2020			
Tues	14 July 2020	4.30pm	Children & Young People Scrutiny	Committee Room 4
Wed	15 July 2020	4.30pm	Policy Review & Performance Scrutiny	Committee Room 4
Thurs	16 July 2020	2.00pm	CABINET	County Hall
Fri	17 July 2020			
Mon	20 July 2020			
Tues	21 July 2020	2.00pm	Corporate Parenting Advisory Committee	Committee Room tbc
Wed	22 July 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	23 July 2020	4.30pm	COUNCIL	City Hall
Fri	24 July 2020			
Mon	27 July 2020			
Tues	28 July 2020			
Wed	29 July 2020			
Thurs	30 July 2020			
Fri	31 July 2020			
Mon	03 Aug 2020			
Tues	04 Aug 2020	10.30am	Public Protection Committee	Committee Room 1
Wed	05 Aug 2020			
Thurs	06 Aug 2020			
Fri	07 Aug 2020			
Mon	10 Aug 2020			
Tues	11 Aug 2020			
Wed	12 Aug 2020			
Thurs	13 Aug 2020			
Fri	14 Aug 2020			
Mon	17 Aug 2020			
Tues	18 Aug 2020			
Wed	19 Aug 2020	1.30pm	Planning Committee	Committee Room 4
Thurs	20 Aug 2020			
Fri	21 Aug 2020			
Mon	24 Aug 2020			
Tues	25 Aug 2020			
Thurs	26 Aug 2020			
Fri	27 Aug 2020			

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