

**DRAFT DIRECTORATE DELIVERY PLANS 2016 – 2018:  
CITY OPERATIONS DIRECTORATE**

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**Purpose of Report**

1. To provide Members with background information to facilitate the scrutiny of the parts of the City Operations Directorate Delivery Plan for 2016 – 18 that fall within the remit of this Committee. The scrutiny will enable the Committee to pass comments to the relevant Director and Cabinet Member, so that final plans can be informed by the views of scrutiny Members. At this meeting the Committee can scrutinise:
  - The Directorate's contribution to delivering the Council's Corporate Plan 2016-18 via the commitments detailed in the Action Plan;
  - The milestones and timescales for delivering the commitments in 2016-17;
  - The resources it has to deliver these commitments in 2016-17;
  - The Directorate's key achievements during 2015/16.

**Background**

2. The Corporate Plan 2016-18 was approved at Council on 25 February 2016. It sets out four key priorities for Cardiff:
  - Better Education and Skills for All;
  - Supporting Vulnerable People;
  - Creating more jobs and better paid jobs;
  - Working together to transform services.
3. The accompanying report taken to Cabinet stated that 'Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of

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

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

### **Draft City Operations Directorate Delivery Plan**

6. Members are reminded that much of the work of the City Operations Directorate falls outside the remit of this Committee. The remit of this Committee includes the following areas:
  - Cardiff Harbour Authority;
  - Leisure Services;
  - Parks and Green Spaces;
  - Sports Development.
7. The City Operations Directorate Delivery Plan (**Appendix A**) identifies the achievements made during 2015-16. The achievements relevant to this Committee's terms of reference are given below:

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<sup>1</sup> Corporate Plan 2016-16, Report to Council, 25 February 2016

### **Parks, Harbour & Sport:**

- Maintained status of 9 Green Flag Parks and Green Spaces ensuring quality of provision for users and submitted a new application for Flat Holm Island to develop short, medium and long term objectives to enhance opportunities for external funding.
- Through our network of friends and volunteer groups we achieved volunteer hours in excess of 25,000 engendering a sense of community ownership, adding value to the service delivered and securing environmental improvements.
- Delivered a comprehensive People Programme providing in excess of 60 Trainee / Apprenticeships and work experience opportunities across a wide range of disciplines, in conjunction with partners which address social need, skills voids and aid workforce planning.
- Secured a main sponsor for the 2016 Royal Horticultural Societies, Cardiff Show which reduces the Council's financial exposure.

### **Alternative Delivery Modelling**

- Continuing with the process for the leisure alternative delivery model through two procurement stages including readiness to invite final tenders, this will help pave the way for the confirmed development of Eastern Leisure Centre, Star Hub and programme of Community Asset Transfers.

8. Pages 12 - 15 of **Appendix A** set out the key aspirations for 2016-17 for the City Operations Directorate. Those relevant to this Committee's terms of reference fall under Priority 4 of the Corporate Plan - Working together to transform services.

These are:

### **Alternative Delivery Modelling**

- Opening of two brand new leisure facilities at Eastern Leisure Centre and the "new" STAR Hub in the summer / autumn of 2016 which will provide 21st Century facilities to the public for sports and leisure in the east of the City.
- Deliver Leisure ADM or in-house proposals which will support our priority of engaging with communities and partners to improve and deliver high valued services.

- We will continue to work on the Junior Learn to Swim Programmes operating occupancy level and improve by a further 8% (90%).
  - Complete the Community Asset Transfer for both the Cardiff international Sports Stadium to Cardiff & Vale College and Insole Court to the Friends of Insole Court and (where locally agreed) Play Centres to community groups which will allow buildings to be utilised for an increased number of community activities.
  - In conjunction with governing bodies, local leagues, clubs and funding partners introduce alternative delivery models for sport which improve facilities and sustain provision.
9. The Action Plan (found from **page 19 of Appendix A**) details the commitments made by the Directorate, linking them back to the Corporate Plan Priorities and details how success will be measured. The Action plan is split into four sections:
- Corporate Plan Commitments and Cardiff Partnership Priorities;
  - Core Business Priorities;
  - Planning for the Future;
  - Measures (performance measurements).
10. To assist Members, listed below are the relevant *Corporate Plan Commitments and Cardiff Partnership Priorities* that fall within the terms of reference of this Committee. Members will find relevant milestones listed alongside these commitments in **Appendix A**.

**Priority 4:** Working together to transform services

**Improvement Objective 4.1:** Communities and partners are actively involved in the design, delivery and improvement of highly valued services.

**Commitment** Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016 (page 29).

**Directorate/Service Commitments**

Continue work to develop a strategic framework for the city involving the overlaying of the Local Development Plan population figures to provide an overview for the facility needs of the city for the next 10 years.

Continue to work to seek an operating partner for the Leisure Alternative Delivery Model.

11. The section on *Core Business Priorities* contains the following commitments which fall within the terms of reference of this Committee. Members will find relevant milestones, performance measures and evidence references listed alongside these priorities in **Appendix A**.

**Priority 4:** Working together to transform services

**Improvement Objective 4.1:** Communities and partners are actively involved in the design, delivery and improvement of highly valued service.

**Commitment/Strategy** - Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016.

- Enhanced In House Model for Leisure Centres (Comparator). As part of the Leisure ADM procurement process there is a requirement to develop an enhanced model to act as a comparator to the bidders providing the best financial position that can be obtained within the Council's control (page 38).
- Develop the Facilities Planning Model for Outdoor Sport to inform future use and provision taking into consideration demographic growth and the implementation of discrete alternative delivery models for assets in conjunction with governing bodies, local leagues and clubs (page 57).

**Priority 3:** Creating more and better paid jobs

**Improvement Objective 3.2:** Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure.

**Commitment/Strategy** - Parks and Harbour Strategy.

- In conjunction with partner organisations commence preparations to deliver the transatlantic leg of the Volvo Around the World Yacht Race in order to ensure that the economic benefits of the event are maximised (page 54).
- Deliver partnership arrangements for Flat Holm Island in conjunction with RSPB, Flat Holm Society and Heritage Partner to develop sustainable management arrangements before March 2017 (page 54).

- Parks Partnership Programme - Review programme, commence delivery of second park (Parc Cefn Onn, see below) and determine future priorities for improvement (page 55).
- Progress the Parc Cefn Onn Project (Access & Health 2016-19) through the Parks for People Heritage Lottery Fund Funding stream (page 55).
- Through the Green Infrastructure Delivery Plan funded through the Welsh Government Single Revenue Grant implement a range of projects linked to the Council's Parks and Green Spaces (page 56).
- Undertake review of Parks and Green Spaces Strategy and update to incorporate an increased emphasis on health benefits and sustainability of green space provision and re-focus Action Plan to reflect updated Strategy (page 57).

12. The *Key Performance Indicators* section (pages 63-64 in **Appendix A**) contains a range of indicators which will be used by the Council to determine the performance of the City Operations Directorate. These will form the basis of performance monitoring reports for the year. The following Local Performance Indicator falls under the terms of reference of this Committee:

| <b>SLC10</b> | <b>Number of Green Flag Parks and Open Spaces</b> |
|--------------|---|
| 15/16 Target | 9.2   |
| 16/17 Target | 10  |

The result for the LPI is reported annually.

## **Way Forward**

13. Councillors Bob Derbyshire (Cabinet Member for the Environment) and Peter Bradbury (Cabinet Member: Community Development, Co-Operatives and Social Enterprise) have been invited to attend to give a presentation on their areas of the Directorate Delivery Plans and to answer Members' questions. Andrew Gregory (Director of City Operations) will also be in attendance.

14. Members may wish to explore the following areas:

- Whether the Directorate is supporting delivery of the Corporate Plan via the commitments detailed in the Action Plan;

- Whether the milestones and timescales for commitments are appropriate and achievable;
- What the arrangements are for monitoring implementation of the Business Plan commitments;
- Whether the performance measures are appropriate and fit for purpose;
- The Directorate's resource levels and whether these are sufficient to resource the commitments in the Action Plan;
- How the Directorate is planning for the future; and
- The Directorate's key achievements during 2015/16.

## **Legal Implications**

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 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**

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

goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- Consider the information in the report, appendices and provided at the meeting;
- Decide whether the Committee would like to make any comments to the Cabinet and Director;
- Decide the way forward for any future scrutiny of the issues discussed.

**David Marr**

Interim Monitoring Officer

1 April 2016