

# **Economic Development Directorate Delivery Plan 2018-2019**

# Directorate Delivery Plan – Template

## 1. Introduction

### 1.1 Golden Thread



### 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**

## 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:

Our priorities:

- 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

- Progress will be measured by a basket of indicators.

## 2. Directorate Profile

The Economic Development directorate manages the Council's Economic Development team, the Major Projects team, Culture, Venues and Events teams, City Centre Management team, Tourism and the new Corporate Landlord Service. A summary of the services provided is shown below.

**Economic Development** has an established team with a wide resource to draw on including: Private sector partnership, New Property Strategy, Advertising Strategy and European Structural Funds. The Economic Development team work with businesses and partners to encourage the growth of the Cardiff economy through the implementation of initiatives to create jobs and by supporting businesses, developing proposals to unlock access to funding, and improving Cardiff's profile and reputation to attract investment. **City Centre Management** has a thorough knowledge of the City Centre and its operation. In addition to this, the Directorate has a large number of temporary staff who work on Events. Functions include:

- Business Support
- Inward Investment
- City Centre Management
- Cardiff Film Unit

**Major Projects** plays a key role in supporting the directorate in taking forward its current 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 a developer partner, logistics, and identifying suitable land for the development.

The **Culture, Venues, Tourism & Events** Function 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 (Cardiff Castle, City Hall, Mansion House, Norwegian Church & Cardiff Caravan Park)
- Tourism
- Events
- Protocol
- Cardiff Story Museum

## **Corporate Landlord Service:**

**Strategic Estates** manage the Authority's corporate land and property portfolio and the day to day management of the Council's operational and non-operational property estate, including Cardiff Central Market. The team are responsible for the development of strategic 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

**Total Property Management (TPM) Services** offer a broad range of professional and advisory services that support and enable the primary businesses of the organisation including maintenance and statutory compliance. Services include: planned and responsive building repairs; statutory obligations compliance testing and remedial works; cleaning; security; pest control; management and maintenance of key Council operational buildings including County Hall, City Hall, Willcox House, Coleridge Road and Brindley Road. The TPM service also provides a function service at County Hall (eg., for wedding parties) which provides a valuable source of income for the service. Functions include:

- Building Services
- Building Support (City Hall, CTS Coleridge Rd, and Brindley Highways Depot)
- Building Support (County Hall and Willcox House)
- Cleaning and Support

**Fleet Services** are responsible for the management and maintenance of corporate fleet vehicles to provide the necessary vehicle support to enable directorates of the organisation to deliver effective and responsive services. A fabrication service is included as part of the Fleet Service provision. Both the fleet workshop and fabrication workshop have the objective of increasing income.

**Projects Design & Development** provides a comprehensive, multi-disciplined design and construction consultancy service comprising of Architects, Structural and M&E 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.

### 3. Self-Assessment of performance during 2017-18

#### What the directorate has done well

##### Supported the creation of more and better jobs

- Increased the number of jobs within the City. 4,904 new and safeguarded jobs were created in 2017/18.
- Gross Value Added per person rose to 93.4 in 2016, compared to 91.4 in 2015.
- The City Deal Business Plan was agreed by all 10 partnership Councils and approved by Joint Committee
- Established the Business Improvement District (BID)
- Released a Green Paper consultation on the economic vision for Cardiff
- The Council has helped form 100 partnerships between schools and employers, work experience opportunities, mock interviews, employer engagement at careers fayres and business site visits. Examples of partnerships are, Santander & Ysgol Plasmawr, Bad Wolf Productions & Willows High School, and IQE & Whitchurch High School
- Secured bid to host **Creative Cities Convention** (2019)
- Supported Cardiff University in being shortlisted for £9m AHRC **Creative Industries Cluster** funding.

##### Continued the regeneration of the city centre and Cardiff Bay

- During the year construction commenced on 366,00 sq ft of grade 'A' office space in Cardiff e.g., a new Government Property Unit regional tax centre in Central Square to accommodate 4,000 employees.
- A Special Purpose Vehicle (SPV) has been agreed to deliver the new bus station.
- Brains site regeneration plan brought forward
- Identified the preferred location for a new **Indoor Arena**
- Undertaken master-planning for the City Centre and Bay

##### Attracted more visitors that stay longer

- Major events hosted in the city e.g., UEFA Champions League
- Total visitor numbers: 21.9 million (a 7.9% increase from 2016)
- Total economic impact of tourism: £1.325 billion (a 6.9% increase from 2016)

- FTE jobs supported by tourism spend: 14,520 (a 4.2% increase from 2016)
- Global media coverage of UEFA Champions League event further raising Cardiff's profile as a major event host.
- Visit Cardiff secured the **Best Event Award** in recognition of its hosting and promotion of the UEFA Champions League (National Tourism Awards for Wales)
- Secured **Volvo Ocean Race** transatlantic leg
- Progressed the development of two attractions at Cardiff Castle, Black Tower Tales & new Dr Who
- SDH Christmas Ballet Programme and New Theatre Pantomime broke all attendance and income records in 2017/18.
- Cardiff Story shortlisted for UK Family Friendly Museum Award
- Cardiff Story secured over £478K in grant funding in 2017-18 to delivery community projects

#### **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.

Improved Building Equipment and 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.
- RAMIS Statutory PPM Compliance software system procured and commissioned.
- Established up-to-date, accurate and holistic view of the corporate property portfolio PPM data and ability to measure compliance for Gas boilers, Fire (all aspects), Legionella, Fixed electrical systems and Asbestos.

Modernised the operational performance of Property Services:

- Operational cost models developed for building maintenance and cleaning services.



- An improved SLA has been sent to all schools in Cardiff offering a range of Council provided services including: full arrangements for statutory obligations and cyclical maintenance, building services, cleaning services, key holding and security services.
- Implemented commercial improvement plans in Building Services and Cleaning Services. Commercial improvement plans are also being developed for the Security and Pest Control Services.
- Procured and implemented new technology to digitise property asset data and mobile scheduling services within the Corporate Landlord model.

### **Supported Sports, Leisure and Green Spaces**

- Ensured Leisure Centres deliver high quality service according to contract
- Llanishen first floor conversion has been completed including the relocation of the gym and new fitness studios and a toning suite.
- Continued the implementation of the peripatetic delivery model for the provision of play services within communities across the city
- Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University
- Sports Wales approved the Local Sport Plan for 2018/19
- Progressed the Facilities Planning model for Sport and Leisure. Awaiting the outcome on Sport Wales' Sport Strategy consultation before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities.
- Delivered a range of alternative delivery models for Outdoor Sport facilities
- Cardiff Bay Wetlands has been awarded Green Flag status.

## 4. Moving Forward: Context, Opportunities and Challenges

The future Strategic Improvement Priorities for the directorate which are closely aligned with the council's wellbeing objectives to:

- 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
- Supporting Sports, Leisure and Green Spaces

The service identified opportunities to be progressed in 2018-20 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 square feet of Grade A office accommodation in Cardiff
- Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.
- Support growth in creative industries sector and develop a music vision for Cardiff
- Review options to attract external funding to unlock investment in the city

Attract more visitors that stay longer

- Develop a new major events strategy
- Unlock investment opportunities by working with partners
- Promote Wales's cultural and heritage assets – income generation
- Agree partnerships to fully exploit tourism opportunities for Cardiff and the region eg., Cardiff Hoteliers Association

Continue the regeneration of the city centre and Cardiff Bay

- Deliver key infrastructure to support the promotion of a prosperous and thriving city
  - Central Square
  - Multi-purpose Indoor Arena
  - International Sports Village
  - Dumballs Road

#### Continue to modernise the Council's estate

- Implement the Corporate Landlord Model
- Deliver revenue savings by modernising the Council's estate
- Complete the comprehensive review of the Council's 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 the management and development of our parks and green spaces,

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 a DMO
- Deliver international business and tourism events in partnership with key promoters
- Work with the business community to implement a Business Improvement District
- Property - deliver the Corporate Landlord Model
- Work with partners to deliver the City Deal
- Streamline Services
- Implement a Corporate Landlord model to integrate property services across departments
- Better resourced partnerships
- 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

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>1. <b>A Prosperous Wales</b> (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"> <li>• Encouraging buying locally, including the supply of recycling into local markets</li> <li>• Creating more jobs and employment opportunities locally and ensure employment locations are accessible</li> <li>• Supporting businesses financially and otherwise</li> <li>• City Deal</li> <li>• National and international events and marketing activities</li> <li>• Business links to Education providers, Cardiff Commitment</li> <li>• Healthier and safer buildings, good quality office space.</li> <li>• Cardiff continues to attract businesses and employment opportunities – well paid in sustainable sectors</li> <li>• Cardiff continues to be an attractive place to work and visit</li> <li>• Improved transport links and infrastructure</li> <li>• Apprenticeships and work placements (tackling NEETs)</li> <li>• Property modernisation</li> <li>• Reduce dependency on the local authority and support partners to share / take ownership of community projects and buildings – Business Improvement District / property rationalisation</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the City Centre's Regeneration by ensuring that healthier and safer buildings and improved transport links and infrastructure enables Cardiff to remain attractive to employers and local employees.</li> <li>• Creating more and better jobs to create wealth and reduce dependency.</li> <li>• Attract more visits to stay longer in the city.</li> <li>• Skills and education to improve accessibility to employment.</li> <li>• Create a bigger skills pool to meet employer demands</li> <li>• Offer apprenticeships.</li> <li>• Improve ICT platforms</li> <li>• Improve staff induction to reduce silo working</li> </ul>

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p><b>2. Resilient Wales</b> (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"> <li>• Support the introduction of the Metro – sustainable transport</li> <li>• 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.</li> <li>• Target economic support to sustainable key sectors, finance and ICT.</li> <li>• PDD design ecologically resilient buildings.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the marine conservation Education Legacy and Sustainability Programme.</li> <li>• 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.</li> </ul>

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p><b>3. Healthier Wales</b> (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"> <li>• Ensuring sustainable employment</li> <li>• 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</li> <li>• Encourage participation in healthy activities via Arts active / sports events.</li> <li>• Support the delivery of the National Exercise Referral Scheme.</li> <li>• Develop a strategic plan for the development of sport in the city that secures an increase in participation and attracts investment in our facilities.</li> <li>• Promote and support ethical employers</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring sustainable and accessible employment to improve health outcomes and poverty levels</li> <li>• Ensuring access to culture, sports and events in order to support the well-being agenda both physical and mental.</li> <li>• Increase participation in sport and leisure activities.</li> </ul>

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>4. <b>More equal Wales</b> (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"> <li>• Considering who will be able to access the jobs/employment that we will create.</li> <li>• How to enable/encourage deprived and hard to reach communities to apply</li> <li>• Consider where jobs need to be located to enable people to access them</li> <li>• Ensuring deprived and hard to reach communities have the right skills to access employment</li> <li>• Using plain language in our job adverts</li> <li>• Physical access to buildings</li> <li>• Major projects such as the Transport Interchange will provide equality of access to economic, social and cultural opportunities</li> <li>• Regeneration projects have a socio economic benefit for surrounding communities including deprived areas</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing to sustainable and accessible employment to improve health outcomes and poverty levels</li> <li>• Training and apprenticeships on a wide range of job opportunities to reduce dependency/NEETs</li> </ul>

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p><b>5. A Wales of cohesive communities</b> (Attractive, viable, safe and well-connected communities.)</p>	<ul style="list-style-type: none"> <li>• PDD – designing attractive and well planned built environments reducing anti-social behaviour</li> <li>• PDD / SE / Major Projects - develop partnerships with stakeholders and local communities e.g., estate rationalisation</li> <li>• Targeted communication campaigns to support various communities e.g., Friends Of/ Volunteer Groups</li> <li>• Help people secure employment and people will spend income on homes, creating a more attractive community.</li> <li>• Supporting and facilitating a diverse events calendar that celebrates the Capital’s diverse communities.</li> </ul>	<ul style="list-style-type: none"> <li>• PDD – designing attractive spaces and well connected buildings in communities.</li> <li>• Improve job opportunities and reduce unemployment.</li> <li>• Stakeholder discussion groups.</li> </ul>



Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>6. <b>A Wales of vibrant culture and thriving Welsh</b>            (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"> <li>• Protecting and improving culture and heritage buildings</li> <li>• Major events to attract in tourist and participation in arts and cultural events</li> <li>• Opening and use of spaces within the city</li> <li>• Access to and participation in sports and leisure</li> <li>• Economic Development – levers in funding to ensure a sustainable future for heritage buildings.</li> <li>• Support the growth of the Creative Industries in Cardiff and the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Securing more major events to promote Wales’ culture and heritage in Arts and Sports.</li> <li>• Develop an Events Strategy for Cardiff and build a legacy strategy following key events</li> <li>• Work with partners to progress proposals for a Creative Cluster in the city.</li> </ul>

Wellbeing Goal	What is your contribution	Prioritise a contribution and explain why
<p>7. <b>Globally responsible Wales</b>            (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"> <li>• Protect our parks and open spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## 6. Delivering the Welsh Language Standards

Directorate Welsh Language Standard Improvement Objectives	Responsible Officer
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.	All OMs and Penny Rees / Alison James / Daniel Allcock
2. All staff with access to a PC must complete the Welsh language awareness e-training on Cardiff Learning Pool site.	All OMs and Penny Rees / Alison James / Daniel Allcock
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.	All OMs and Penny Rees / Alison James / Daniel Allcock
4. SIGNS, NOTICES & 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).	All OMs and Penny Rees / Alison James / Daniel Allcock
5. WEBSITES, ONLINE SERVICES & SOCIAL MEDIA - All websites linked to the Directorate must be bilingual. Also all social media accounts must be bilingual and operate bilingually.	All OMs and Penny Rees / Alison James / Daniel Allcock
6. PUBLIC EVENTS - Ensure that all public events organised or funded by us are bilingual – Please see attached checklist to be used for ALL EVENTS.	All OMs and Penny Rees / Alison James / Daniel Allcock
7. MEETINGS: All staff should be aware of the Guidance for Holding Meetings. This includes offering language choice and arranging a simultaneous translator as required.	All OMs and Penny Rees / Alison James / Daniel Allcock
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.	All OMs and Penny Rees / Alison James / Daniel Allcock
9. CORRESPONDENCE: Keep a record or create a database of an individual's language choice (Welsh/English)	All OMs and Penny Rees

and /or ensure that you have a process in place for recording language choice e.g. SAP CRM.

/ Alison James / Daniel Allcock

## 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	<p>A Prosperous Wales</p> <p>A Wales of Vibrant Culture and Thriving</p> <p>A Healthier Wales</p> <p>A More Equal Wales</p>	Working for Wales	Working for Wales	A Capital City that Works for Wales
2	Attract more visitors that stay longer	Cllr Russell Goodway	Jon Day	<p>A Prosperous Wales</p> <p>A Wales of Vibrant Culture and Thriving</p> <p>A Healthier Wales</p>	Working for Cardiff	Working for Cardiff	Safe, Confident and Empowered Communities

				A More Equal Wales			
3	Continue the regeneration of the city centre and Cardiff Bay	Cllr Russell Goodway	John Worrall	A Prosperous Wales A Wales of Vibrant Culture and Thriving A Healthier Wales A More Equal Wales	Working for Wales	Working for Wales	A Capital City that Works for Wales
4	Continue to modernise and rationalise the Council's estate	Cllr Russell Goodway	Helen Thomas	A Globally Responsible Wales A prosperous Wales A Resilient Wales	Working for Public Services	Working for Public Services	Modernising and Integrating Our Public Services
5	Supporting Sports, Leisure and Green Spaces	Cllr Peter Bradbury	Jon Maidment	A Globally Responsible Wales A Healthier Wales A More Equal Wales	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 Target	Owner
EEl001-Q	New and safeguarded jobs in businesses supported by the Council, financially or otherwise	1,290	4,904	500	Ken Poole
ED005-Q	'Grade A' office space committed to in Cardiff (sq ft)	317,732	366,000	150,000	Ken Poole

#### Risk Management – 'Managing risks that could impact upon the achievement of the Directorate's 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	
Failure to align Council and partner objectives to deliver strategic projects	C:3	Attract more and better jobs	

#### Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	<b>Finance:</b> 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 2017-2018	Link to Equality Objective
1	Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper in 2018. (Corporate Plan)	April 2018	Mar 2019	Ken Poole	<i>Publish a White Paper by the end of 2018 (Q3).</i>	Support wide citizen consultation and engagement with the Council and the decisions it makes
2	Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000 sq ft of 'Grade A' office space at Metro Central by 2020. (Corporate Plan/CA)	April 2018	Mar 2019	Ken Poole	<i>Secure planning permission for the final parts of the Central Square development by end of 2018 (Q3).</i>	Meet our Specific Equality Duties and build equality into everything we do
3	Launce a new Industrial Strategy for East Cardiff by 2019, aligned to the completion of the Eastern Bay Link. (Corporate Plan/CA)	April 2018	Mar 2019	Ken Poole	<i>Appoint professional support to consult and develop the draft plan by the end of 2018 (Q3).</i>	Meet our Specific Equality Duties and build equality into everything we do
4	Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region. (Corporate Plan)	April 2018	Mar 2019	Ken Poole	<i>Develop a full business case for Metro Central in partnership with Welsh Government and partners by 2019.</i>  <i>Ensure Cardiff Council is supported by the City Region's Skills Programme.</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 2017-2018	Link to Equality Objective
5	Develop a business plan to protect the city's historic assets by the end of 2018. (Corporate Plan)	April 2018	Mar 2019	Ken Poole	<i>Appoint advisors to support the process by end July 2018.</i>	Meet our Specific Equality Duties and build equality into everything we do
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 2018	Mar 2019	Ken Poole	<i>Work with other Welsh cities on promotion activities in China in September 2018 and UK cities at Mipim 2019.</i>	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 2018	Mar 2019	Ken Poole	<i>Establish a strategy relating to a shared Prosperity Fund by the end of Q4.</i>	Meet our Specific Equality Duties and build equality into everything we do
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) (GE site on J32)	April 2018	Mar 2019	Ken Poole	<i>Develop a strategy for the Knowledge Corridor by the end of Q4.</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 2017-2018	Link to Equality Objective
9	Establish a City Business Forum to help influence the development and implementation of the Council's investment and development agenda. (CA Commitment)	April 2018	Mar 2019	Ken Poole	<i>Undertake an options appraisal by the end of 2018 (Q3).</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 2018	Mar 2019	Ken Poole	<i>Report to Cabinet in Q3 on the Council's Innovation and Incubation Strategy</i>	Provide support to people who may experience barriers to achieving their full potential
11	Support young people into education, employment or training by delivering the Cardiff Commitment.	April 2018	Mar 2019	Ken Poole	<i>Secure 100 commitments from local businesses by the end of Q4.</i>	Provide support to people who may experience barriers to achieving their full potential
12	Establish Youth Foods as a joint venture GMB & Cardiff Council collaboration	April 2018	Mar 2019	Chris Hadfield	<i>Complete Phase 1 (County Hall) redevelopment works by end Q2.</i>  <i>Complete recruitment of chefs and required team and meet required relevant training needs by Q3.</i>  <i>Launch the Youth Foods menu in Q3.</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 Target	Owner
PED 013	Number of staying visitors	+1.1% 2,025,000	+1.8% 2,062,000	2% increase	Jon Day
ECR15a	Total visitor numbers	-0.7% 20,380,000	7.9% 21,980,000	3% increase	Jon Day
tbc	Attendance at Commercial Venues	848,116	907,148	879,800	Kathryn Richards

**Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities**

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Tourism growth may be slower than anticipated due to strong competition for the tourist market from other cities	B:3	Attract more visitors that stay longer	
Lack of budgets and resources to fully exploit tourism opportunities	B:3	Attract more visitors that stay longer	
Ocean Plastics Education Legacy and Sustainability Programme – success is dependent on partnerships.	D:3	Attract more visitors that stay longer	

**Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate 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	Attract more visitors that stay longer

	relationship management and ability to keep pace with private sector	
	<b>Finance:</b> necessary funding to support major events	Attract more visitors that stay longer
	<b>Partnerships:</b> 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 2017-2018	Link to Equality Objective
13	Develop a new major events strategy by 2019 to deliver events in the city for the next 5 years. (Corporate Plan/CA)	April 2018	Mar 2019	Kathryn Richards	<i>Undertake consultation with practitioners and stakeholders and develop draft strategy by the end of Q3.  Report to Cabinet Q4.</i>	Meet our Specific Equality Duties and build equality into everything we do
14	Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council. (Corporate Plan/CA)	April 2018	Mar 2019	Kathryn Richards	<i>Present the Cardiff Creative Cluster bid to the AHRC Panel in June 18.  Bid for the Creative Cities Convention 2019.  Lead on the Cultural Cities Enquiry to identify ways of unlocking more resource into the cultural sector in the UK by the end of Q4.</i>	Meet our Specific Equality Duties and build equality into everything we do
15	Develop a Music Strategy to promote the city as a music destination by October 2018. (Corporate Plan/CA)	April 2018	Mar 2019	Kathryn Richards /	<i>Work with Sound Diplomacy to develop a music vision for Cardiff by end of 2018.  Launch the Music Strategy Q4.</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 2017-2018	Link to Equality Objective
16	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 2018	Mar 2019	John Worrall	<p><i>Complete improvement works to the Bay Edge Walk by Q4.</i></p> <p><i>Support the landowners of Mermaid Quay to improvements including securing planning permission by the end of Q4.</i></p> <p><i>Develop proposals for the long term use of Alexander Head following the Volvo Ocean race by Q4.</i></p>	Meet our Specific Equality Duties and build equality into everything we do
17	Drive up attendances across the Council's venues and attractions, competing with and beating our commercial competitors. (CA Commitment)	April 2018	Mar 2019	Kathryn Richards / Chris Hadfield	<p><i>Undertake a review of the venues and attractions by end of Q4. (KR)</i></p> <p><i>Receive final business case detailing collaboration partnership and licencing for a Dr Who attraction at Cardiff Castle by end of Q3.(CH)</i></p> <p><i>Explore potential partners for the Black Tower Tales attraction at Cardiff Castle by the end of Q3 (CH).</i></p>	Meet our Specific Equality Duties and build equality into everything we do
18	Work with partners to explore a bid for European Capital of Culture. (CA Commitment)	April 2018	Mar 2019	Kathryn Richards	<i>Opportunity explored with partners. Mutual agreement not to proceed. CLOSED</i>	Meet our Specific Equality Duties and build equality into everything we do

<b>Ref</b>	<b>Headline Actions</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Officer*</b>	<b>Key Milestones during 2017-2018</b>	<b>Link to Equality Objective</b>
19	Continue the Cardiff Contemporary initiative with the city's arts community. (CA Commitment)	April 2018	Mar 2019	Kathryn Richards	<i>Secure commitment from partners by end of Q3.</i>	Meet our Specific Equality Duties and build equality into everything we do
20	Deliver the marine conservation Education Legacy and Sustainability Programme	April 2018	Mar 2019	Chris Hadfield	<i>Deliver a programme of sustainability legacy events and conferences including the Keep Wales Tidy Ocean Seminar by end of Q4.</i>	Meet our Specific Equality Duties and build equality into everything we do

**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 Target	Owner
	n/a				

**Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities**

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

**Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate 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 2017-2018	Link to Equality Objective
21	Prioritise the delivery of a new <b>Multi-Purpose Indoor Arena</b> in the best possible location to ensure it can attract the premier national and international events. (Corporate Plan/CA)	April 2018	Mar 2019	John Worrall	<i>Conclude negotiations on preferred site by end of Q3.</i>  <i>Present business case to Cabinet by end of Q4.</i>	Meet our Specific Equality Duties and build equality into everything we do
22	Begin work on a new <b>Bus Station</b> in 2018 as part of an Integrated Transport Hub. (Corporate Plan/CA)	April 2018	Mar 2019	John Worrall	<i>Complete sale of land to WG by end of Q2.</i>  <i>Submit revised planning application in Q2.</i>	Meet our Specific Equality Duties and build equality into everything we do
23	Agree the business plan for the regeneration of <b>Central Station</b> by end 2019 and begin construction by end 2020. (Corporate Plan/CA)	April 2018	Mar 2019	John Worrall	<i>Work with Metro Central Delivery Partnership Steering Group to develop the Full Business Case by end of 2019 including completion of relevant GRIP processes.</i>	Meet our Specific Equality Duties and build equality into everything we do
24	Develop a plan for a new mixed-use development at <b>Dumballs Road</b> by 2019. (Corporate Plan/CA)	April 2018	Mar 2019	Chris Barnett	<i>Complete draft masterplan by end of Q3</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
25	Develop a new vision and masterplan for Cardiff Bay including the next phase of development of the <b>International Sports Village</b> by the end of 2018. (Corporate Plan/CA)	April 2018	Mar 2019	John Worrall	<i>Conclude negotiations with developer by end of Q3.</i>  <i>Report to Cabinet with up-dated masterplan and strategy before the end of Q4.</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 2017-2018	Link to Equality Objective
26	Progress delivery of a new <b>Public Service Hub</b> . (Directorate Commitment)	April 2018	Mar 2019	Chris Barnett	<p><i>Agree terms on preferred site in Q3.</i></p> <p><i>Report Full Business Case to Cabinet by the end of Q3.</i></p>	Meet our Specific Equality Duties and build equality into everything we do



**Strategic Directorate Priority 4: Continue to modernise and rationalise the Council's estate**

**Performance – How we will measure our performance against each priority**

<b>Ref</b>	<b>Key Performance Indicators</b> <i>(outcome based where possible)</i>	<b>2016-17 Result</b>	<b>2017-18 Result</b>	<b>2018-19 Target</b>	<b>Owner</b>
ED014-Q	Reduce the gross internal area (GIA) of buildings in operational use.	7.9% / 617,593	0.8% / 62,345	4%	Helen Thomas
ED015	Reduce the total running cost of occupied operational buildings.	9.2% / £3,322,009	1% / £345,221	3.1%	Helen Thomas
ED018	Reduce the maintenance backlog.	£8,892,951 / 8.6%	£1,215,817 / 1.2%	5.4% reduction	Helen Thomas
ED019-Q	Capital income generated.	£6,019,500	£3,864,321	£15,190,000	Helen Thomas
NEW	Planned Preventative Maintenance Compliance for new builds	n/a	n/a	90%	Tara King
NEW	Corrective Maintenance Compliance Plans in place	n/a	n/a	50%	Tara King
NEW	Percentage of Customers Satisfied with the Service (Property Services)	n/a	Established Target	90%	David Lowe

## Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Ensure effective operation of the Council’s Asset Management Board to achieve effective strategic oversight and identified savings	D:2	Continue to modernise and rationalise the Council’s estate	
Non-completion of Statutory Building Equipment maintenance	B:2	Continue to modernise and rationalise the Council’s estate	

## Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate priorities affect other areas

No.	Description of dependency	Strategic Directorate Priority or Area affected
	Corporate Landlord Delivery Model - Cabinet approve proposals for implementation of Corporate Landlord Model and required resources are provided for implementation of the proposed model.	Continue to modernise and rationalise 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 2017-2018	Link to Equality Objective
27	Modernise the management and operation of the Council’s estate to achieve fewer but better buildings by:  Completing the comprehensive review of the Council’s estate by the end of 2018. (Corporate Plan)	April 2018	Mar 2019	Helen Thomas	<i>Complete Phase 1 by end Q2.</i>  <i>Complete Phase 2 by end of Q3.</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 2017-2018	Link to Equality Objective
28	<p>Modernise the management and operation of the Council's estate to achieve fewer but better buildings by:</p> <p>Fully establishing the new Corporate Landlord delivery model and ensure all of the Council's estate is compliant by the end of 2018/19. (Corporate Plan)</p>	April 2018	Mar 2019	Tara King	<p><i>Report to Cabinet in Q2.</i></p> <p><i>Implement new management structure by end Q3.</i></p> <p><i>Implement new Real Estate technology system by end of Q3.</i></p> <p><i>Roll out RAMIS to all Council services by March 2019.</i></p>	Support wide access to Council information and environments, and participation in Council Services
29	<p>Explore with partner organisations the establishment of community-based social enterprises to support the Council's estate management and other support services. (CA Commitment)</p>	April 2018	Mar 2019	Helen Thomas	<p><i>Develop a non-operational estate strategy by end of Q4.</i></p>	Meet our Specific Equality Duties and build equality into everything we do

## 9. Individual Priorities

### Strategic Directorate Priority 5: Supporting 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 Target	Owner
SLC10	The number of Green Flag Parks and Open Spaces	10	11	12	Jon Maidment
PS100	The number of volunteer hours committed to parks and green spaces	18,838.5	17,912.75	18,000	Jon Maidment
PS003a	The number of individuals participating in parks / outdoor sport	174,326	155,464	170,000	Jon Maidment /Steve Morris
PS010	Total number of children aged 7-16 engaged in Sport Cardiff-led activities	27,169	27,338	30,000	Jon Maidment/ Steve Morris
KPI06	The number of attendances at our leisure facilities (GLL)	1,618,291	1,454,755	1,499,369	Jon Maidment/ Sarah Stork

#### Risk Management – ‘Managing risks that could impact upon the achievement of the Directorate’s priorities

Definition of Risk	RAG Rating	Strategic Directorate Priority affected	Headline Action Reference
Cardiff Sport and Physical Activity Strategy – Delivery is dependent on the co-operation and a shared vision with third parties – there is a clear understanding that some services will disappear if partners do not work in	B:3	Supporting Sport, Leisure and Green Spaces	

collaboration.			
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.	B:3	Supporting Sport, Leisure and Green Spaces	
Volunteer Hours – Possible cuts to number of Community Park Rangers will affect the resource to manage Friends Of / Volunteer Groups.	C:4	Supporting Sport, Leisure and Green Spaces	

### Dependencies – Factors that affect performance of the Directorate priorities or, how the Directorate 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.	Supporting 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.	Supporting 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 2017-2018	Link to Equality Objective
30	Work with partners to <b>develop a strategic plan</b> for the development of sport in the city that secures an increase in participation and attracts investment in our facilities. (Corporate Plan/CA)	April 2018	Mar 2019	Jon Maidment	<p><i>Identify work programme and resources required in Q2</i></p> <p><i>Engage with key partners and stakeholders to identify and scope priorities in Q3</i></p> <p><i>Report to Cabinet in Q4.</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 2017-2018	Link to Equality Objective
31	Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces. (Corporate Plan/CA)	April 2018	Mar 2019	Jon Maidment	<p><i>Develop new approach by end of Q1.</i></p> <p><i>Establish annual work programme by end of Q1.</i></p> <p><i>Monitor and report progress of schemes during Q1 – Q4.</i></p>	Support wide access to Council information and environments, and participation in Council Services
32	Work with our network of ‘Friends of’ and volunteer groups to <b>engender a sense of ownership within local communities</b> in the management and development of our parks and green spaces, and to secure improvements in local environmental quality. (Corporate Plan/CA)	April 2018	Mar 2019	Jon Maidment	<p><i>Monitor and report progress of activities during Q1 – Q4.</i></p>	Support wide access to Council information and environments, and participation in Council Services
33	To develop a comprehensive People Programme that provides for a minimum of 70 opportunities during the financial year. (Directorate Wide Action)	April 2018	Mar 2019	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 – Q4</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**

### **Our Finances**

Our overall financial budget position is:

- Total gross expenditure 2018/19 is £43,835,430
- Total income target for 2018/19 is £37,892,160
- Net revenue budget for 2018/19 is £5,943,270
- Total savings target for 2018/19 is £1,595,000

Savings will be delivered through income generation, operational efficiencies and digitisation.

### **Our Workforce – 879 FTE employees**

We will roll out the new workforce strategy to establish the current skills set and identify any future training requirements. A programme of Essential Skills Training and recruitment workshops will be extended across the Cleaning and Support Service. We will also provide opportunities to develop specialist competencies through our People Programme and Youth Foods.

## 10. 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 Target	Owner
ED007	The percentage of Council workshops let	94.2%	92.10%	90%	Ken Poole
ED011	Customer Satisfaction (workshop tenants)	100%	tbc	75%	Ken Poole
ED012	Customer Satisfaction (Businesses supported)	96%	tbc	75%	Ken Poole
*CUL/01	Number of Paid Attendances at St David's Hall and New Theatre	418,626	423,414	429,000	Kathryn Richards
*CUL/06	Retained Income For St David's Hall and New Theatre	£1,684,914	£1,870,176	£1,846,000	Kathryn Richards
*VT 2c	Cardiff Castle Total Income	£3,436,401	£4,048,651	tbc	Kathryn Richards
*VM 1a	Number of Attendances at Cardiff Castle (paid admission)	300,439	315,618	tbc	Kathryn Richards
*VT 2b	Total Income for City Hall	£890,430	£954,914	tbc	Kathryn Richards
CCM001	City Centre Footfall	43.5 million	43 million	43.2	Kathryn Richards
DC2	Design Construction Management (DCM) End User project satisfaction (annual)	83.75%	80.83%	75%	Gavin Traylor
DC2A	Design Construction Management (DCM) Internal Client Satisfaction Survey (PDD Service area client annual survey - overall service provided)	82.50%	Due at the end of June	75%	Gavin Traylor



<b>Ref</b>	<b>Key Performance Indicators</b> <i>(outcome based where possible)</i>	<b>2016-17 Result</b>	<b>2017-18 Result</b>	<b>2018-19 Target</b>	<b>Owner</b>
PAM/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	7,517.05	tbc	Jon Maidment
PAM/041 NEW	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16- weeks	n/a	n/a	tbc	Jon Maidment
PAM/042 NEW	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16-weeks	n/a	n/a	tbc	Jon Maidment