

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
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31 May 2019