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AGENDA

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| Committee | ECONOMY & CULTURE SCRUTINY COMMITTEE |
| Date and Time of Meeting | THURSDAY, 10 SEPTEMBER 2015, 4.30 PM |
| Venue | COMMITTEE ROOM 4 - COUNTY HALL |
| Membership | Councillor McKerlich (Chair) Councillors Dilwar Ali, Govier, Howells, Hyde, Javed, Stubbs and Weaver |

Time approx.

1 **Apologies for Absence**

To receive apologies for absence.

2 **Declarations of Interest**

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

3 **Minutes** (*Pages 1 - 20*)

To approve as a correct record the minutes of the meetings held on 14 May 2015 and 9 July 2015.

4 **Quarter One 2015/2016: Monitoring Performance** (*Pages 21 - 62*) 4.10 pm

- (i) The Leader, Councillor Phil Bale will be in attendance, and may wish to make a statement;
- (ii) Neil Hanratty (Director, Economic Development) will also be in attendance;
- (iii) Members' question and answer session.
- (iv) Andrew Gregory to provide requested update on ADM procurement

Attached to the report are Appendices A, B & C.

5 **Cardiff Business Improvement District** (*Pages 63 - 70*) 5.05 pm

- (i) Councillor Peter Bradbury (Cabinet Member, Community Development, Co-operatives & Social Enterprise) will be in attendance, and may wish to make a statement;
- (ii) Neil Hanratty (Director, Economic Development) and representatives of the Mosaic Partnership will also be in attendance;
- (iii) Members' questions and answer session.

6 Strategic Framework for Sport and Leisure Facilities - Strand 1 5.55 pm
(Pages 71 - 80)

- (i) Councillor Peter Bradbury (Cabinet Member, Community Development, Co-operatives & Social Enterprise) will be in attendance, and may wish to make a statement;
- (ii) Andrew Gregory (Director, City Operations and Steve Morris (Parks and Sport Development Manager) will also be in attendance;
- (iii) Members' question and answer session.

7 Work Programme *(Pages 81 - 94)* 6.40 pm

Principal Scrutiny Officer to lead discussions and seek approval for the 2015/2016 Work Programme.

8 Way Forward and Date of Next Meeting 7.00 pm

The date of the next meeting of the Committee is on Thursday 15 October 2015 at 4.30 pm in Committee Room 4, County Hall.

Marie Rosenthal

Director Governance and Legal Services

Date: Friday, 4 September 2015

Contact: Andrea Redmond, 029 2087 2434, a.redmond@cardiff.gov.uk

ECONOMY & CULTURE SCRUTINY COMMITTEE

14 MAY 2015

Present: County Councillor Craig Williams(Chairperson)
County Councillors Dilwar Ali, Aubrey, Ralph Cook, Javed and
Weaver

80 : APOLOGIES FOR ABSENCE

Apologies were received from Councillor Darren Williams.

81 : DECLARATIONS OF INTEREST

No declarations of interest were received.

82 : MINUTES

The minutes of the meeting held on 2 April 2015 were approved by the Committee as a correct record and were signed by the Chairperson.

83 : ECONOMIC DEVELOPMENT - Q4 PERFORMANCE

The Committee received a report on the Quarter 4 Performance 2014-15 in Economic Development. The Committee has previously recognised the importance of considering service performance and agreed to consider performance as a recurring item through the 2014/15 work programme.

The performance report provided the context within which the service is operating, performance information and the management actions that are being taken to address performance issues. Members were advised that the performance reports had been considered at the 'Star Chamber' sessions where Cabinet Members and Directors will have reviewed and challenged performance and agreed actions that need to be taken to address the issues raised in the report.

The report included a corporate overview of performance allowing the performance of Economic Development to be compared to other directorates in areas such as complaints and member inquiries, staff and agency costs, sickness absence, compliance with PPDR targets and FOI requests. Members were asked to note the following:

- 100% of Members Inquiries were responded to in time
- Sickness absence of 4.2 FTE days per person within the directorate, below the corporate target of 6.0 FTE days per person
- 97.2% PPDRs completed

The following updates of progress on challenges identified at Quarter 3 were included in Appendix 2 of report:

- City Deal – budget announcement made. Work commencing towards preparing a final bid.
- Central Square – Bus Station proposal progressing. Cabinet Paper due in June.

- Multi-Purpose Arena – business case and appraisal to be presented to Cabinet in June
- BID – consultants appointed with a view to undertake ballot by the end of 2015
- Cardiff Business Council – Cabinet approved a review in March which will address funding and membership arrangements
- Cardiff Super Connect Voucher Scheme – 445 vouchers issued, scheme extended for 12 months and will include surrounding authorities

The report also highlighted service delivery actions in terms of the Directorate Service Delivery Plan. However, the report did not include the Directorate's financial position at Quarter 4 as the year end accounts were yet to be finalised.

Members were advised that all outcome agreements for the Directorate were 'green'. A summary of these was included in the report along with those performance indicators rated 'red' and 'amber'.

The Committee also received details of the challenges identified within the Directorate at Quarter 4, a number of which were of particular interest to the Committee given their previous scrutiny of these matters. These included:

- Preparing a bid for the City Deal
- Undertake a review of the Cardiff Business Council
- Manage the delivery of the Central Square Development, including the closure of the bus station
- Initiate work to develop a masterplan for the Civic Centre with Cardiff University, including an option for the future of City Hall
- Progress with the preparation of a Business Improvement District (BID)
- Progress Alternative Service Delivery model review

No new risks were identified at Quarter 4. However, the report set out the updated position with regard to risks identified previously in Quarter 3.

The Chairperson welcomed the Leader, Councillor Phil Bale and Neil Hanratty, Director – Economic Development to the meeting. Neil Hanratty was invited to deliver a brief presentation summarising the budget position, and the challenges and risks facing the Economic Development Directorate. Members were invited to comment, seek clarification or raised questions on the information provided. Those discussions are summarised as follows:

- Members asked why the preparation of a BID proposal was being delayed. Officers advised that progress was on-going and consultants had been commissioned to undertake the BID application process. A ballot of relevant businesses was anticipated before the end of 2015.
- Members sought clarification as to what prompted the review of the current Cardiff Business Council (CBC) arrangements. The Leader stated that there was a public/private sector element to the City Deal and whilst CBC was 'city focused', the City Deal bid would be regional. Financial considerations would also form part of the review. It was anticipated that the review would lead to recommendations at a future meeting of the Cabinet. Officers stated that the current CBC funding arrangements were coming to an end and therefore it was necessary to consider a more sustainable, geographically-wider, arrangement.

- Members noted that the outcome agreement targets had been well exceeded. The Committee considered that targets need to be both challenging and realistic. Officers noted these comments and gave an undertaking to review the targets at year end and, whilst the current indicators were related to 'long-term trends', new indicators would be proposed for future years pending the results of the review.
- Members asked whether there had been any change in emphasis in terms of the governance of a City Deal. The Leader advised that there had been some delay due to the General Election. However, the discussions on the Severn Powerhouse to date were positive and local authorities had been written to seeking formal agreement to proceed. The process was still in the early stages. However, a business case would be made before the end of the year. The Welsh Government was engaged from the outset and as any future City Deal would be operating in a devolved setting governance arrangements would differ from those in England. Discussions regarding governance arrangements would take place.

Members asked what lessons had been learnt from the Glasgow City Deal process. The Leader advised that he visited Glasgow. Glasgow's negotiations with the UK Government were held at a local level. Only afterwards was the Scottish Government involved.

The Leader asked the Committee to note that the authority was operating under financial pressures and it was necessary to understand how these would impact.

Officers stated that the Glasgow Joint Committee was a regional body responsible for the Glasgow City Region LDP and therefore, Glasgow City Region had established priorities. Dialogue with Glasgow would continue.

Members invited the Leader to consider inviting representatives from Glasgow's City Deal bid to Cardiff in order to share their experiences.

- Members requested an update on the Transport Interchange project. Officers advised that 5 leading architects had initially been commissioned and that field had been narrowed. The development partner was leading on the costings stage. Officers were hopeful that further details would be shared over the next 4/5 weeks.

Referring to Central Square, negotiations were on-going with the BBC regarding an agreement to lease. Outline planning permission was being sought for the Llandaff Development. Officers gave assurances that detailed plans of the new BBC Headquarters would be released before the former headquarters are closed.

When asked about a potential for conflict of interest for the Council, officers stated that all planning applications will be dealt with professionally and in isolation by the Planning Authority.

The Committee was advised that the Transport Interchange project would provide a significant offering for cyclists including showering facilities and secure storage for over 1000 bicycles.

AGREED – That the Chairperson writes on the Committee's behalf to the Leader to convey their comments and observations (see attached).

The Committee received a report enabling Members to assess the performance and progress being made by the Cardiff and Vale Community Leader Partnership (CVCLP) following feedback from the Estyn monitoring visit undertaken in January 2015.

Members were advised that the CVCLP was established in September 2013 in response to Estyn Inspections of adult community learning in Cardiff and the Vale of the Glamorgan which had identified significant shortcomings in respect of leader outcomes, provision and leadership and management. The leading providers within the Partnership are Cardiff and Vale College, Vale of Glamorgan Council, City of Cardiff Council, WEA Cymru and YMCA Wales Community College.

In January 2015, Estyn undertook a monitoring visit to review progress made in relation to the recommendations made in 2013. The 2013 inspection report was attached as Appendix A and the recommendations made were summarised in the cover report. Members were asked to consider any progress made by CVCLP against Estyn's recommendations.

The Chairperson welcomed Councillor Magill, Cabinet Member for Education and Skills; Sarah McGill, Director; Isabel Bignall, Assistant Director, Customer Services; Kay Martin, Vice Principal for Curriculum and Mark Roberts, Deputy Principal, Cardiff and Vale College. Councillor Magill made a brief statement.

Councillor Magill advised Members that feedback from the Estyn visit in January 2013 was 'chastening'. The only positive was around ESOL/Cardiff and Vale College. However, Councillor Magill was delighted with feedback from the Estyn monitoring visit with progress reported as strong/very strong. A full cost recovery approach was now being undertaken which was held up as best practice. This was a tribute to the Partnership.

Isabel Bignall was invited to deliver a brief presentation. The presentation included an overview of the monitoring visit, the results and the trend analysis of the success rate compared with other Welsh local authorities.

The Committee was asked to seek clarification, raised questions or comment upon the information provided. Those discussions are summarised as follows:

- Members welcomed the improved results and questioned whether Learn Direct's 'Life in the UK'. It was confirmed that those tests would be conducted at the new facility in Canal Parade.
- Officers advised that future priorities for CVCLP are tutor development and performance monitoring as both were identified as areas for improvement. An undertaking was given to subject these issues to future scrutiny.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member for Education and Skills to convey their comments and observations (see attached).

85 : COST RECOVERY MODEL: NON-PRIORITY ADULT COMMUNITY LEARNING

The Committee received a report and were asked to assess the impact on Adult Community Learning following the introduction of a cost-recovery model for non-priority courses and by subsidising priority courses.

The Committee at its meeting on 10 February 2015 received a presentation on the budget implications for 2014/15. Members heard that in January 2014 the authority was informed of a reduction in Welsh Government grant funding for Adult and Community Learning of 37.5% or £563k from 1 September 2014. In view of this reduction the Committee was informed that the Council would be moving towards a cost recovery model for recreational and non-priority adult community learning courses; meaning that the courses would be delivered on a cost neutral basis with learners fees covering the full cost.

Councillor Magill, Cabinet Member for Education and Skills; Sarah McGill, Director; Isabel Bignall, Assistant Director, Customer Services and John Agnew, Corporate Customer Services Manager, were presented to answer questions from the Committee. The Chairperson asked Members to comment, seek clarification or raise questions on the information provided in the report.

- Members sought clarification on the proposal to merge the B and C rates charged to learners. Officers advised that these rates were merged in order to mirror the charges in the Vale. Following meetings with officers in the Vale it was agreed that the Vale's lower rate be brought up to Cardiff's level which Cardiff's level remains static. Officer anticipated that the learners' 'appetite' would remain, in spite of the changes to the rates charged.

Members were asked to note that a large proportion of learners would be able to enrol on grant funded courses through the Skill for Work Programme.

- Officers advised that the Learners Voice Survey had provided very encouraging feedback from course participants. Some concerns had been received regarding the cancellation of courses when there were insufficient numbers of participants to recover the cost of courses.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member for Education and Skills to convey their comments and observations (see attached).

86 : COMMUNITIES, HOUSING AND CUSTOMER SERVICE (LIBRARIES AND COMMUNITY LEARNING) - Q4 PERFORMANCE

The Committee received a report on the Quarter 4 Performance 2014-15 in Communities, Housing and Customer Services. The Committee has previously recognised the importance of considering service performance and agreed to consider performance as a recurring item through the 2014/15 work programme.

The performance report provided the context within which the service is operating, performance information and the management actions that are being taken to address performance issues. Members were advised that the performance reports

had been considered at the 'Star Chamber' sessions where Cabinet Members and Directors will have reviewed and challenged performance and agreed actions that need to be taken to address the issues raised in the report.

The report included a corporate overview of performance allowing the performance of Communities, Housing and Customer Services to be compared to other directorates in areas such as complaints and member inquiries, staff and agency costs, sickness absence, compliance with PPDR targets and FOI requests. Members were asked to note that it was not possible to draw out Library specific contributions to these indicators as a corporate level.

Members were advised that financial information was not included in the Quarter 4 performance report as the year end account were yet to be finalised. However, the Service Delivery section of the report detailed the following:

“Communities, Housing and Customer Services is showing an overall underspend of £796,000. 2014/15 savings targets were all the full year effect and understandably the implementation of major staffing changes in Central Library and delivery of the Community Hubs could only be achieved part of the year.”

In terms of services delivery, the Committee was asked to note the following:

- *Hubs*
 - Grangetown Hub was on course for opening September/October
 - Rumney Partnership Hub on target for September
 - STAR hub construction to start 2015

- *Central Library*

Work is on target with the new Super Hub due to open in July. Bid to CYMAL for a £150k grant was successful and will support improvements to the 5th floor.

- *Adult Community Learning*

Learning for Life programme delivered at cost neutral. Learning for Work programme achieved 72% success rate. Estyn monitoring visit reported strong or very good progress.

- *Cardiff Libraries*

Book issues are down but visits to libraries had increased. Number of new users had also increased. Computer usage down, but all libraries now have free wifi access.

The Councillor Peter Bradbury, Cabinet Member Community, Development, Co-operatives and Social Enterprise; Sarah McGill and Isabel Bignall were present. Sarah McGill was invited to deliver a brief presentation summarising the financial position, directorate challenges and risks and summary of the directorate's Performance Indicators.

Members were asked to raise questions, comment or seek clarification on the information received. Those discussions are summarised as follows:

- Councillors questioned whether figures reports regarding number of book issues, computer usage and visits to libraries reflected national trends. Officers stated that residents are visiting libraries and bringing their own devices with them and the figures supported that. Councillor suggested therefore, that consideration be given to provided teas and coffees and/or other refreshments as a source of income.

Councillor Bradbury stated that these issues were being investigated and that local solutions would be found for local branch libraries.

Officer considered that the service was open to the fullest range of opportunities. However, some options will require capital investment and other options will require community involvement.

- Members were advised that consultation responses on the proposed Llandaff North/Gabalfa Community Hub were still being analysed but initially indications were that responses were positive.
- Officers stated that sickness levels were improving year on year but not this year. Officers were investigating the link between sickness absence and disciplinary procedure.
- Officers confirmed that there had been no cost to the authority for the roof repairs made at the Central Library.
- Members asked whether the increase in footfall reported was due to residents visiting hubs to access services other than library services. Officer reiterated that whilst footfall had increased, library membership had also increased, and there was a correlation between these figures. It was suggested that people attend the hubs to access a range of services and often use the library whilst there.

Members suggested that officers investigate possible methods by which it is possible to better identify how many people are using the library.

The Chairperson agreed to write on behalf of the Committee to the Cabinet Member with the following comments and observations (see attached).

87 : ROATH LIBRARY - PROPOSALS

Consideration of this item was deferred.

88 : SUMMER READING CHALLENGE

*Councillor Craig Williams left the meeting at this point in the meeting.
Councillor Weaver replaced him as Chairperson.*

The Committee received a report and were asked to evaluate plans for the Summer Reading Challenge 2015. Members were also asked to consider and evaluate the performance of the Summer Reading Challenge 2014.

The Summer Reading Challenge is a reading promotion aimed at children between the ages of 4 and 11 and takes place across the UK. It is co-ordinated by the charity

'The Reading Agency' through the public library network. The target is to get children to read 6 or more books during the summer holidays.

The report detailed the results of the Summer Reading Challenge 2014. Members were asked to note:

- Overall participation in Wales was down 0.3% (up 2.2% nationally)
- 42,091 children registered to take part at their local library. 44% were boys.
- 25338 children (60%) completed the Challenge by reading six books (national average 58%).
- 2,317 under 4-year-olds took part in the Challenge, using the specially produced Early Years material.
- 4,418 children joined the library as new members during the Challenge
- It is estimated that there were 835,182 children's library issues in Wales over the summer.
- 16 visually impaired children took part using VI resources supplied by RNIB.
- Over 27 young people aged 12 to 24 supported the Challenge through volunteering.

Councillor Bradbury welcomed the Summer Reading Challenge 2014 results and gave credit to the officers involved. The Committee received a brief presentation from Isabel Bignall. Members were advised that in Cardiff 1071 children had participated (an increase of 18%). Cardiff had moved from ranked 17th in 2013 to ranked 1st in 2014 in Wales in terms of participation.

The Chairperson asked Members to comment, raise questions or seek clarification on the information received. Those discussions are summarised as follows:

- Members welcomed the challenging objectives set.
- Officers were asked to clarify why results in other authorities had fallen. Members were advised that authorities choose to participate in the Summer Reading Challenge. It was noted that Cardiff's results indicate progression.

AGREED – That the Committee write on behalf of the Committee to the Cabinet Member with the following comments (see attached).

89 : SPORTS UPDATE - EUROPEAN CAPITAL OF SPORT 2014 AND CARDIFF METROPOLITAN UNIVERSITY JOINT VENTURE

The Committee received a report on Cardiff's year as European Capital of Sport and to provide information on the joint venture between Cardiff Council and Cardiff Metropolitan University for sports development.

In 2011 Cardiff was awarded the title of European Capital of Sport 2014, recognising the City for sporting excellence; and for community and grass roots sports development. This placed obligations on Cardiff to stage a programme of major events and community sports activity, and to organise a conference. The Committee received a brochure used to promote Cardiff as European Capital of Sport 2014 as Appendix 1 to the report. The brochure contained a comprehensive calendar of the sporting events proposed and an indication of the range of partner organisations working together to deliver the programme of events.

Members were further advised that in September 2014 the Council signed an agreement with Cardiff Metropolitan University to deliver sports services in the City. This agreement received financial backing from Sports Wales and Cardiff City Football Club and aimed to provide valuable investment in grass roots sport. Members also received details of the joint venture and information on funding streams and governance arrangements.

As part of the agreement the Council's Sports Development Team, known as Sports Cardiff, transferred under TUPE to Cardiff Metropolitan University employment. Services would be delivered based on the six neighbourhood management areas.

The Chairperson introduced Councillor Peter Bradbury, Cabinet Member for Community Development, Co-Operatives and Social Enterprise; Chris Hespe, Director – Sports, Leisure and Culture; Chris Jennings from Cardiff Metropolitan University and Steve Morris, Parks and Sports Development Officer.

Councillor Peter Bradbury addressed the Committee. Councillor Bradbury stated the 2014 had been a great year for the promotion of sporting participation. Highlights included the Heineken Cup Junior Festival, Cardiff Games and free use of junior sports pitches.

Steve Morris, referring to the report and appendixes circulated, stated that the European Capital of Sport award provided an opportunity to build upon the 2012 Olympics legacy in the development and participation of grass roots sporting activities.

Members were advised that the joint venture with Cardiff Met also provided opportunities to restructure sports development; to understand the needs of sporting groups and organisations in the City; providing services locally delivered by teams based in each of the six neighbourhood management areas; and supported by an over-arching City-wide sports development board.

Events held in the City included the UEFA Super Cup, sailing events, LGBT football and a more extensive sports programme for disabled people which received an award for inclusivity. Investment was also made at the Welsh White Water Centre, 4G pitch at Cardiff Arms Park and in hosting local sporting hero events.

The Chairperson invited Members to raise questions, comment or seek clarification on the information received. Those discussions are summarised as follows:

- Members considered that the European Capital of Sport Award for 2014 had brought intangible benefits to the City. Members questioned whether there were any unique events brought to the City as a result.

Officers stated one tangible benefit to the City was the hosting of the World Half Marathon Event in 2016 which would welcome 25,000 runners to the City. In addition to the Heineken Junior Rugby Tournament and the LGBT football tournament (and a subsequent rugby 7's tournament); 2014 had enabled relationships to be fostered with partner organisations.

- Members questioned whether participation rates in schools had increased during 2014. The Cabinet Member stated that whilst events such as the rugby tournament and the Cardiff Games were hosted, he recognised that more needed to be done to improve participation. The Cabinet Member considered that participation would improve as the facilities provided improve and that the Schools Organisational Plan would provide opportunities to improve facilities.

Members were asked to note the participation rates for women and girls had increased.

- The Cabinet Member stated that the Joint Venture was a great opportunity for the City. The Council had identified a partner and a vehicle through which to secure sustainable delivery a sports development programme in the City. The venture was an example of best practice and would build on the neighbourhood partnership theme.

Officers endorse those comments, stating that without the partnership agreement with Cardiff Met, Sports Development in the City would have been susceptible to budget cuts. The authority would in future play a client role, commissioning services with funding from other sources.

- Referring to a story in the local press, Officers stated there they were unaware at of any concern within the City regarding the partnership agreement. Officers stated that the press article written as a result of a single complaint.
- Members sought clarification of the process taken to arrive at a formal decision to enter into partnership with Cardiff Met. Officers advised that the agreement build upon existing partnership arrangements and as a joint venture, as advised by the County Solicitor, there was not official procurement requirement.
- Responding to a point made by a Member, Officers advised that the authority has had historical arrangements with Sport Wales regarding funding for the Dragon Sport and 560 programmes. Sport Wales had challenged the Sports Development Team to fund new ways of delivering the service. The new model – a local sports plan – had been approved by the Sports Council and the transfer of Sport Development to Cardiff Met had been discussed at meetings with Sport Wales for some time. Sport Wales supported the proposal and were looking at rolling out the commissioning model across Wales. Officers had been approached by Sports Wales to give advice about the process.
- The Committee asked what factors would be taken into consideration in terms of measuring the success of the transfer of services to the new model of delivery. Members were advised that each year an annual plan would set objectives in terms of participation, the number of clubs and a programme of events. There would also key performance indicators. Officers stated that the new arrangements had only been embedded for 1 quarter but initial indications were that targets would be out performed.

Members emphasised the need to set stretching targets.

AGREED – That the Chairperson write on behalf of the Committee to the Cabinet Member with the following comments and observations (see attached).

90 : SPORT, LEISURE & CULTURE - Q4 PERFORMANCE

The Committee received a report on the Quarter 4 Performance 2014/15 for Sports Leisure and Culture. Members were asked to consider the contents of the report and make comments, observations or recommendations accordingly.

The report provided a corporate overview of performance within the directorate and allowed comparison with other directorates in areas such as complaints and member enquiries, staff and agency costs, sickness absence, compliance with PPDR targets and FOI requests. Members were asked to note the following:

- 66% of Member Enquiries responded to on time (up from 52.3 in Q3)
- Comparatively high levels of sickness absence with 13.94 FTE days lost per person (target was 12.1 FTE days)
- 85.6% completion of PPDR reviews (up from 80.9% in Q3)

Appendix 2 to the report detailed the individual performance of the directorate. The following were highlighted:

- Meeting leisure centre income generation targets. The delayed closure of Eastern Leisure Centre has impacted on the projected year end position.
- Achieving £300k saving on new management operator for arts venues – saving was not achieved due to procurement timescales and will be carried forward to 2015/16.

The report also provided an overview of the Directorate's key performance indicator results for the year.

Councillor Bradbury started that most performance targets had been achieved. Officers have been challenge to work mitigation for those targets that were not achieved.

Chris Hespe acknowledged that sickness absence levels were high and would above the Directorate's target. Members were advised that there would particular issues in Childrens Play and Leisure which were being addressed through an action plan.

The Chairperson asked Members to comment raise questions or seek clarification on the information received. Those discussions are summarised as follows:

- Members requested an update regarding the transfer of responsibility for Flatholm. Officer advised that a 4-way agreement was being drawn up led by the National Trust and RSPB. A bid for Heritage Lottery Funding bid and UK-wide marketing were also being considered.
- Officers advised that the transfer of leisure centres and arts venues would soon move to the next stage – a move to competitive dialogue. An officer decision report was anticipated. Officer agreed to bring the tendering matrix and specification to a future scrutiny committee meeting. It was anticipated that the Cabinet would receive a report in November 2015.

- Members asked for clarification on the budget position in the current financial year. Officers provided an update on the budget position. The Cabinet Member advised that income and budget targets were difficult to predict whilst the procurement exercise was ongoing. However, efforts were being taken to ensure savings are achieved by increasing income wherever possible. Member raised concerns that any slippage may affect other services.

AGREED – That the Chairperson writes on behalf of the Committee to the Cabinet Member with the following comments and observations (see attached).

91 : DATE OF NEXT MEETING

The next meeting is scheduled for Thursday 4 June 2015 at 4.30 pm in Committee Room 4, County Hall.

The meeting terminated at 8.15 pm

ECONOMY & CULTURE SCRUTINY COMMITTEE

9 JULY 2015

Present: County Councillor McKerlich(Chairperson)
County Councillors Dilwar Ali, Govier, Howells, Hyde, Javed,
Stubbs and Weaver

13 : APOLOGIES FOR ABSENCE

No apologies for absence were received.

14 : DECLARATIONS OF INTEREST

A declaration of interest was received from Councillor Weaver.
Councillor Weaver declared a personal interest in Item 5 Roath Library as he is Assistant Cabinet Member with responsibilities which include libraries.

15 : MINUTES

The minutes of the meeting held on 4 June 2015 were approved as a correct record and signed by the Chairperson.

16 : ALLOTMENT STRATEGY

The Chairperson welcomed Councillor Bob Derbyshire (Cabinet Member – Environment), Councillor Gareth Holden (Member Champion – Community Food Growing) Jon Maidment (Operational Manager – Parks and Sport) Rosie James (Parks Strategy and Policy Manager) and Alan McCoy (Cardiff Allotment Holders Association) to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which he stated that he was pleased to have been invited to Committee, the Council was keen to progress allotments and that under increasing financial pressures this was becoming more difficult to do. He thanked Councillor Holden for the work he had undertaken and through conversation with Officers, considerable progress had been made.

Councillor Holden added that as Member Champion for Community Food Growing, he was involved with groups such as the Site Associations and Cardiff Allotment Holders Association, to improve what is offered with regards to allotments and to improve the service. He stated that his role had been a facilitator between the Council and allotment holders.

Members were provided with a presentation by Jon Maidment and Rosie James on 'Allotment Strategy Interim Review 2014-2017' which included information on the Cardiff Allotment Strategy; the Background; why an interim review had taken place; the high priority issues to be addressed; the timetable; progress made to date and delivering the vision. The high priority issues to be addressed include the removal of allotments subsidy, review of Local Management Agreements and improved quality of local allotment management.

Alan McCoy wished to reiterate what the Cabinet Member and Councillor Holden had said and added that the Cardiff Allotment Holders Association's relationship with the Council hadn't always been positive, with Councillor Holden's involvement barriers had been broken down and they now have insight into finances and how decisions are made, and that allotment holders now feel involved and want to improve the issues across the board.

The Chairperson thanked Officers for the presentation and invited questions and comments from Members.

- Members asked if there were any residual concerns that the allotments holders had; Mr McCoy stated that the Council doesn't have the resources to fully take on allotments, plot holders were needed to work with Parks to improve things. Devolved responsibility/authority is difficult for the Council but if clear boundaries are set out then the working partnership could work well.
- Members discussed the Council's statutory responsibility to provide allotments and it was noted that by taking on local management of the allotments, plot holders would be able to access further and additional external funding.
- Members asked what was being done to provide accessible allotments and whether the Council had had conversations with organisations such as Diverse Cymru. Officers explained that they are working with a number of groups to expand the provision of accessible plots; this has been done in Rhydypenau. Cardiff Access Focus Group have been involved in determining what is needed; it was not always appropriate to designate a number of plots per site; there are a number of community plots on different sites for groups to maintain according to their abilities. Officers also work with the Cardiff Allotment Holders Association on accessible plots. Councillor Holden added that he has spoken to Diverse Cymru in relation to the Leckwith site. Issues such as the state of the roads can prohibit wheelchair access to the accessible plots there. He had spoken to the developers at the House of Sport who had agreed to improve access as part of the development. He noted that officers are good at directing users to accessible plots/sites.
- Members asked who decided whether a particular site should be modified to meet needs and whether the Council can say no. Councillor Holden stated that he has met with 25 out of the 28 sites; the ethos was not one of exclusion; as it currently stands nothing would prevent them saying no, but with the intention of going forward with devolved powers to allotment holders, it could be built into any agreement. Mr McCoy added that the constitution was updated to ensure inclusion and that the ageing population have better access to facilities.
- Members asked for further information on plot sizes, splitting plots and waiting lists. Officers stated that splitting plots was common practice as a whole plot can sometimes be hard to manage; officers have been active in promoting ½ plots which are now common across the city, this had been done in conjunction with site secretaries. Councillor Holden added that they rely on site secretaries to identify plots that could benefit from being split. It was noted that site secretaries had built their own roles previously but now their roles were being directed. Another point to consider was the rotation of crops,

too many small plots can cause a build up of pests, so some plots needed to remain full size plots.

- In relation to waiting lists, Officers didn't have the current figures to hand but stated that a current figure was 450 names waiting but this was building. Officers were considering closing the waiting list when it reached 50% and then implementing a traffic light system, whereby green status would mean getting a plot within a few months. It was also noted that some people were waiting for specific plots or sites.
- Members discussed clearance of weeds. Members were advised that the Council no longer has the provision to clear weeds, although on heavily weeded plots the Council would provide help. While some sites will do it themselves, other sites will not. As such, the Council is trying to encourage individual allotment sites to take increased responsibility and pride in their site.
- Members asked about water provision at sites. Members were advised that the Cardiff Allotment Holders Association was working with the Council on water management; water is a resource that needs to be controlled through such things as metering systems; new plot holders were encouraged to have water butts and save as much water as possible. The Leckwith site drills into the ground for water extraction. Water was being looked at as an issue across the board, including leakage and wastage at some sites.

It was added that there were only 2 sites out of 28 where water was not provided by the Council, Leckwith being one of them, they now extract successfully there to provide the site with water. The other site was Pontcanna Chalet Gardens, which is a string of 8 gardens and is heavily forested, used as recreational gardens and the amount of water needed there is very little and doesn't warrant a water provision. For all the other sites, a committee was set up to look at water provision, sites had been identified that where there were leakages due to ageing systems; fixing these leaks had provided £40k of savings in this year alone. Going forward, water provision would remain high on the agenda due to the large costs to the Council, there would be a benchmark set of £1k per year water costs to the sites, any more than this would probably mean there was a leak.

- Members asked about allotment provision in respect of the Local Development Plan. Officers stated that they would aim for a 40 plot size site for the major developments.

The Chairperson thanked the Cabinet Member, Officers and witnesses for attending the meeting, giving their presentations/views and for answering Members questions.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member to convey their comments and observations.

17 : ROATH LIBRARY

The Chairperson welcomed Councillor Peter Bradbury (Cabinet Member – Community Development, Co-operatives & Social Enterprise) Sarah McGill (Director – Communities, Housing & Customer Services) Isabelle Bignall (Assistant Director –

Customer Services) and Nick Blake (Senior Business Officer – Customer Services) to the meeting.

The Chairperson invited the Cabinet Member to make a statement in which he said that he was pleased that Alice Shing from Save Roath Library group was at the meeting. He stated that he had inherited the building into his portfolio; when he had taken up his position as Cabinet Member with responsibility for libraries the building was in a bad state of repair; the boiler had broken in September 2014, then the roof collapsed in December 2014 and it was unsafe to keep the building open. Residents and other users had been without a service for approximately 8 months, so a temporary facility in Adamsdown needed to be provided. He added that he had listened to residents, however the Council does not have the capital at the moment to invest in the Roath library building. He stated that officers would be looking at Community Asset Transfer to incorporate a library service; a long term solution was needed and it was important to restore a library service to the area.

Members were provided with a presentation on the Pre-scrutiny of Roath Library Cabinet decision, which included information on the location, the timeline to date, the current condition of the building, the recommendations and next steps.

The Chairperson invited Alice Shing from Save Roath Library Group to address the Committee. Ms Shing informed Members that she had met with the Cabinet Member in June, she appreciated that he had been pleasant and had communicated well. Ms Shing explained that she represents library users, the group was started when service users felt discontent with the lack of consultation. The Library consultation was undertaken from November 2014 until January 2015. It commenced two weeks after Roathlibrary closed on 7 November 2014. The library being closed meant that many service users had no knowledge of the consultation, no way to complete the online survey, and no opportunity to collect a paper copy. IT use at the library had been high with lower book borrowing levels due to the ethnicity in the area.

When the library closed there was no sign on the door for three months, meaning that groups that met there regularly were left unsure of the situation and disbanded. After three months a sign was placed on the door saying that the library was temporarily closed for repairs, people were waiting for that to happen and the sign is still in place.

Although an alternative facility had been provided it wasn't local to the users of Roath library, whether they were residents in Roath or not. Many users relied heavily on the 13 computers that were at the library, some asylum seekers and the Group considered it unreasonable that there was no continuing plan regarding this, only 4 computers were in place at the alternative facility. It was added that other sessions such as Rhyme Time, which were held twice weekly at Roath were once a week in Adamsdown.

Ms Shing stated that she now had over a thousand signatures on a petition regarding the closure of Roath library and that everyone she has spoken to is in support of keeping the library service and the building together and that it should be a higher priority for the Council. She added that it would cost £100k per year to run the library and questioned whether resources were too scarce to repair a listed building, she added the Group were also concerned about what happened to the books that were left inside when the building closed so quickly. It is rumoured locally that thousands of books have been damaged and disposed of.

Ms Shing concluded by saying that the Save Roath Library group requests that the library is refurbished and reopened, however if the building was deemed too deteriorated to repair then an equivalent library service provided locally. The building had been purpose built over 100 years ago, built on a promise for future generations, it has history, memory, lasted two world wars and was now being left to ruin.

The Chairperson thanked Ms Shing for her passionate contribution to the Committee and invited questions and comments from Members.

- Members discussed the information contained within the report and a Member stated that he felt important information was missing from the Cabinet report. He had identified sums of money from section 106 agreements that, as a local Ward Member, was happy to use towards Roath library alongside insurance claims - he was concerned there was no mention of this option in the report. Officers explained that the costs that had been provided were estimates provided by a non intrusive survey, giving a low cost estimate; however the wider issue of sustainability needed to be considered, not just the cost of refurbishment, therefore Community Asset transfer is what officers are trying to achieve. It was added that the section 106 monies/contribution should be used in respect of services related to the development for a particular purpose and ward Members consulted on its use, and it needs to be in the framework of the capital programme. Members considered that section 106 monies could be used for enhancing community facilities.
- Members considered there had been misleading information in the report in that the Library Strategy hadn't been presented to Council, it had been an appendix to the budget report; there was a Cabinet Budget Amendment to continue to fund branch libraries until the end of its term until alternative fully in place, this information was not included in the report. The Cabinet Member stated that he had met with Members in February and discussed issues, the building had deteriorated over time, the report looks for long term tenable options and he was determined to provide an alternative provision until a sustainable library service could be provided. He added that he would bring individual Cabinet reports in time to look how this could be achieved; he was trying to go through library strategy, had the roof not fallen in the library would still be open, he had kept it open when the boiler had broken but it was too unsafe once the roof had collapsed. He added that he was concerned that people in the ward had had no library provision in 9 months. It was noted that alternative sites such as St Germans and primary schools were being considered.
- Members could understand why people had been left frustrated by the Council - the building had been left to deteriorate to the point where it had to be closed. It was noted that library services were changing to the Star Centre, however a solution needed to be found in Adamsdown and Roath. It was noted that people now had a lack of confidence with the communication process and reengaging these people may now be difficult. The Cabinet Member stated that the issue of trust and confidence was one that needed to be addressed and that going forward communication would be improved. He added that he didn't want people to think that services were being moved from their area permanently and that whatever is put in place needs to be sustainable as there is more austerity to come.

- Members were grateful for an open minded approach in looking for alternatives but noted that it was important for the Council to accept responsibility for the building being allowed to deteriorate to the point of closure. Members were not happy however with what they considered a piecemeal approach to alternative provisions and asked whether a temporary building within the ward had been considered. The Cabinet Members stated that yes they were trying to find a solution just like that for example at St Germans. He added that he does take responsibility and that right across the Council's estate there were issues; there was a £100 million maintenance backlog across the city which he had inherited.
- Members sought further information on a Mobile Library Service. Officers explained that they needed to discuss this with ward Members, consideration needed to be given to venues and days to cover needs as widely as possible.
- Members considered that the huge maintenance backlog was unaffordable to the Council and could make a Community Asset Transfer impossible, although they could see why the caveat was there. Members asked if there had been any market testing undertaken to see if there was potential for obtaining a capital receipt while building in a commitment of continued provision of services. Officers considered that this could potentially have merit and that they could look for a commercial opportunity with library provision; Community Asset Transfer would be looked at first of all as it was the best solution but that wouldn't exclude commercial options.
- Members concluded by reiterating their concerns about the report not stating that the library was closed during the consultation period; the number of signatures on the petitions being incorrect; there being no mention of the meeting with the Save Roath library group and no mention in the report of it being a deprived area. The Cabinet Member stated that he would update the report to include the concerns of Members.
- Questions from Members of the public were then read out; Would Save Roath Library group be involved in the discussions, the Cabinet Member stated they would; What financial support would those taking on the building receive, the Cabinet Member stated that this would be teased out during discussions. Officers added that it was the Council's responsibility to provide a library service wherever it was.

The Chairperson thanked the Cabinet Member, Officers and Alice Shing for attending the meeting, giving their presentations/views and for answering Members questions.

AGREED – That the Chairperson writes on the Committee's behalf to the Cabinet Member to convey their comments and observations.

18 : WORK PROGRAMMING

The Chairperson welcomed Sarah McGill Director – Communities, Housing & Customer Services, Isabelle Bignall Assistant Director – Communities, Housing & Customer Services, Tara King Assistant Director - Environment and Jon Day Economic Policy Manager to the meeting.

Members discussed possible items for the work programme with Officers from each Directorate.

The principal scrutiny officer sought suggestions on how to formulate the work programme; Members also discussed task and finish groups and volunteers to sit on these groups were sought.

RESOLVED:

- I. Priorities and items to be considered within the Economy and Culture Scrutiny Work Programme for 2015/16.
- II. To task the Principal Scrutiny Officer to update the draft work programme document and bring this back to Committee's September 2015 meeting for final agreement and adoption.

19 : DATE OF NEXT MEETING

The date of the next Economy & Culture Scrutiny Committee meeting was scheduled to take place on Thursday 10 September 2015 at 4.30pm in Committee Room 4, County Hall, Cardiff.

The meeting terminated at Time Not Specified

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**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

ECONOMY & CULTURE SCRUTINY COMMITTEE

10 SEPTEMBER 2015

**QUARTER ONE 2015/16: MONITORING PERFORMANCE OF SERVICES
REPORTING THROUGH COMMITTEE TERMS OF REFERENCE**

Purpose of report

1. The Economy and Culture Scrutiny Committee is responsible for scrutinising performance of the Directorates reporting through the Committee's terms of reference, thereby facilitating challenge and public discussion which should help to drive improvement of those services.

2. The Directorates that fall under the Terms of Reference are Economic Development, City Operations and Communities, Housing and Customer Services, although it should be noted that only some aspects of these Directorates apply to this Committee. Attached at **Appendix A** are the Committee Terms of Reference, colour coded by the directorates they fall within.
 - Green – Economic Development
 - Pink – City Operations
 - Orange – Communities Housing and Customer Services

Background to Performance Report

3. In discussing the Committee's 2015/16 work programme at the Committee Meeting held on 9 July 2015, Members reflected on the pressures placed on Committee agendas and the need to allocate time to those issues that would provide the best scrutiny outcomes for the Council. Although they agreed the importance of regularly monitoring Council performance, they felt that during

2014/15 they had spent significant time scrutinising performance that was considered acceptable, limiting Committee's opportunity to scrutinise other areas of scrutiny work, such as policy development and pre-decision scrutiny.

4. Members had asked the scrutiny officer to present options for the scrutiny of quarterly performance and budget monitoring. The options presented to Members were:
 - To Continue to receive full performance reports at Committee and receive presentations from each Cabinet Member and director, as per the process followed in the 2014/15 work programme;
 - To Establish 'Performance Panels' that will scrutinise performance outside of the formal Committee Meeting;
 - For the Chair of the Committee to review Quarterly Performance Reports with the Principal Scrutiny Officer and, based on areas of interest or concern, identify which directors and Cabinet Members to invite to present to the full Committee.
5. Members recognised the importance of considering the service and financial performance of the Directorates reporting through the Committee's terms of reference, and agreed to trial the third option for Quarter 1 – to scrutinise areas of particular interest, or those that are not performing to the required standard.
6. Where a Directorate is not selected to present to a particular Committee Meeting, Members may request a written summary of certain projects or aspects of a Directorate's work, to provide more information than is contained within the Quarterly Performance Report. The full set of quarterly corporate performance reports for each Directorate would still be available for Members' consideration.
7. The Quarter 1 Performance Reports attached as appendices provide the Committee with information about the context that these services are operating in, performance information and the management actions that are being taken to address performance issues.

Quarter 1 Delivery and Performance

8. The Quarter 1 Delivery and Performance Report 2015/16 relevant to the terms of this Committee can be found attached as **Appendix B**. The Report is split as follows:

- Corporate Overview Pages 1 – 8
- City Operations Pages 18 – 21
- Communities, Housing and Customer Services Pages 22 – 25
- Economic Development Pages 26 - 29

9. The performance figures relevant to this committee within the Corporate Overview have been highlighted as per the colour system above. Members may wish to note that the figures for City Operations and Communities, Housing and Customer Services Directorates relate to the whole Directorate, and that the performance of the individual elements applicable to this Committee are not separated out.

10. Of particular note for this Committee are the Sickness Absence figures shown on **page 3 of Appendix B**. Based on Quarter 1 figures, all the Directorates that fall under this Committee's terms of reference are forecast to achieve below target sickness absence for 2015/16.

11. The following approach has been chosen for the scrutiny of Quarter 1 performance:

- Economic Development Directorate has been chosen to appear at Committee to present on Quarter 1 performance and receive questions from Members.
- The Director of City Operations has been requested to provide a short update on the Alternative Delivery Models for Leisure Facilities procurement exercise, and a presentation will be delivered at the Committee meeting.

- The Director of Communities, Housing and Customer Services has been requested to provide additional information relating to the two library performance indicators marked as red and amber respectively (found on **page 23 of Appendix B**) – this is attached at **Appendix C**.

12. **Pages 18 – 21 of Appendix B** detail the individual performance of the City Operations Directorate. The information relevant to this committee has been highlighted in orange. As detailed above, the Cabinet Member – Environment, Cabinet Member - Community Development, Co-operatives & Social Enterprise, and Director – City Operations, have not been requested to attend the Committee Meeting. Any comments Members may have on these areas can be captured and submitted within the Chair’s Letter as discussed during the meeting Way Forward.

13. **Pages 22 - 25 of Appendix B** detail the individual performance of the Communities, Housing and Customer Services Directorate. The information relevant to this Committee has been highlighted in pink. As detailed above, the Cabinet Member - Community Development, Co-operatives & Social Enterprise, and Director – Communities, Housing and Customer Services, have not been requested to attend the Committee Meeting. Any comments Member may have on these areas can be captured and submitted within the Chair’s Letter as discussed during the meeting Way Forward.

14. **Pages 26 – 29 of Appendix B** detail the individual performance of the Economic Development Directorate. The information relevant to this Committee has been highlighted in green. The Economic Development Directorate has been chosen for the Committee’s focus at the September 2015 meeting. The Council Leader Councillor Phil Bale and Director of Economic Development Neil Hanratty have been invited to present on Quarter 1 performance.

15. Based on the areas of focus from the scrutiny of 2014/15 delivery and performance, Members may wish to note the following areas:

Progress on Challenges Identified at Q4 (2014/15)

- **City Deal** – All local authorities have committed to participate in the City Deal. Nine of these have Cabinet approval, with approval for the tenth authority currently being processed.
- **Cardiff Business Council** - The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.
- **Central Square** - Planning permission has been granted. Preparations have been made to undertake a detailed public engagement exercise before the closure of the bus station. The public can view the model for the proposed transport interchange and give their feedback before the planning application is submitted in the autumn.
- **City Arena** – A business case setting out a plan for delivery is being developed. The intention is to report to Cabinet in the autumn.
- **Business Improvement District** - Advisors appointed to prepare a BID ballot. Task Group established to develop a baseline analysis of service delivery.
- **Alternative Delivery Model review** – Project group established to explore the merits of a heritage trust. ADM for cultural venues is progressing.

Q1 Service Delivery – Directorate Delivery Plan

- **Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016** - Planning permission has been granted for the masterplan. Construction of 135 square feet of grade A office accommodation is progressing at building 1. Planning permission is in place for a HQ building

(phase 2) and building 2 (phase 3). Central Square design works are on programme.

- **Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery** - Partners have agreed to bring together a fund to appoint advisors to undertake business planning and feasibility studies. Formal agreement to participate achieved in nine Councils.

- **Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** - masterplan completed.

- **Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020** – The Council’s Cabinet approved the new Tourism Strategy and Action Plan 2015 – 2020. Outcomes will be led by the private sector, supported by the Council and embrace close working with stakeholders.

16. **Page 19 of Appendix B** states that 14 of the 18 Performance Indicators for this Directorate are ‘green’ – meaning that performance in a number of areas is meeting or exceeding targets. Four Performance Indicators are marked as ‘amber’ – meaning performance is slightly below target. These will be of particular interest for this Committee and are given below:

| | | | | | | | | |
|---|--|----------|--|--|--|------------|--|----------|
| Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative figure) | 120 | 164 | | | | 1,000 | | A |
| | The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity. | | | | | | | |
| Retained Income For St David's Hall and New Theatre | £1,269,492 | £403,782 | | | | £1,337,500 | | A |
| | In Q1 we failed to achieve the target of £409,618 by 1.4%. It is anticipated that retained income targets will be satisfied at year end. | | | | | | | |
| Number of Attendances At Cardiff Castle | 274,285 | 76,636 | | | | 285,000 | | A |
| | Q1 performance is below the challenging target set due to last years over performance. It is worth noting however that we achieved income of £994,751 against a target of £969,017 – indicating some success in increasing the yield per customer. Part of the reason for the reduced performance in Q1 is the early Easter in 2015 which saw some of the holiday visitor numbers leak into Q4 of 2014/15. Another minor factor is the reduced number of Welsh banquet tours undertaken due to the removal of a number of Welsh banquets from the Castle to re-focus on higher yielding functions. Income stream targets across the Castle have been re-adjusted to take account of this change. | | | | | | | |
| Customer Satisfaction Level For Cardiff Castle | NPS+53 | NPS+25 | | | | NPS+50 | | A |
| | The NPS (Net Promoter Score) score used at Cardiff Castle only takes account of those who would score 9 or 10 out of 10 in recommending a visit to the site as opposed to those who score the site particularly poorly. Mild favourable scores 6, 7, or 8 out of 10 are ignored. Initial investigation of customer feedback does not reveal any particular areas of concern but all areas for improvement will be addressed. | | | | | | | |

17. The following challenges and corresponding actions have been identified in Quarter 1:

Challenge – Addressing in-year projected over-spend.

Action – Develop a detailed plan with managers of in-year cost reduction and reduced spend to off-set anticipated over-spends in regard to St David's Hall and New Theatre.

Challenge – Ensuring delivery of 15/16 savings targets.

Action – Implement regular monitoring of progress to ensure substantial in-year delivery of targets.

Challenge – Explore the Heritage Trust approach to the Castle and other heritage assets.

Action – Investigate the merits of a heritage trust including learning from the experiences of other cities.

Challenge – Progress the Cultural Venues ADM procurement.

Action – Review timescales associated with the procurement process to ensure benefits are realised as early as possible in 16/17.

Challenge – Progress the City Deal.

Action – Establish new governance arrangements and a project team

Challenge – Develop detailed costings and scheme for a new bus station.

Action – Develop a detailed scheme with costings and report to Cabinet in Q3.

18. **Page 21 of Appendix B** provides progress on emerging risks identified in previous quarters. Of note for this Committee is:

Arts Venues (Q4) - should timescale for procurement on Arts Venues alternative management not be met, savings achievement would be delayed.

Inherent Risk – Red.

Residual Risk – Red.

Way Forward

19. At the meeting, the Leader, Councillor Phil Bale and Neil Hanratty (Director of Economic Development) will be in attendance to answer questions that Members might have.

20. Members will have the opportunity to discuss and comment on the performance information provided for the relevant areas of the City Operations and Communities, Housing and Customer Services Directorates. Members may also wish to consider the way that future quarterly scrutiny of performance might be arranged, and to identify any issues which require more detailed scrutiny in the coming year.

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.

Recommendation

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the appropriate Cabinet Member.

Marie Rosenthal
Director of Governance and Legal Services
3 September 2015

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Economy and Culture Scrutiny Committee 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

The Committee is responsible for looking at the following areas:

- Cardiff Business Council
- Inward Investment and the marketing of Cardiff
- South East Wales Economic Forum
- 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
- 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.

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Q1 Delivery and Performance Report 2015/16

Progress against actions in the Corporate Plan 2015/16

Q1 2015/16 – (395*)

| | | |
|------------------------------|-----------------------------|-------------------------|
| Green 82.03% (324) | Amber 16.20% (64) | Red 1.01% (4) |
|------------------------------|-----------------------------|-------------------------|

*Including 3 (0.76%) N/A

Progress against relevant Performance Indicators

Q1 2015/16 – (110*)

| | | |
|-----------------------------|-----------------------------|---------------------------|
| Green 56.35% (62) | Amber 30.90% (34) | Red 12.72% (14) |
|-----------------------------|-----------------------------|---------------------------|

*Excluding 118 Annual indicators, 27 with no results and 8 N/A

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| Resources | Page 38 |

Q1 Customer Contact



Twitter Media followers
41,492 followers in English
1,639 followers in Welsh
1,396 Likes on Facebook



| Complaints | Q1 (14/15) | Q2 (14/15) | Q3 (14/15) | Q4 (14/15) | Q1 (15/16) |
|---|---------------|---------------|---------------|---------------|---------------|
| New Complaints Received | 652 | 658 | 468 | 533 | 497 |
| Corporate Complaints | 652 | 656 | 467 | 532 | 490 |
| Welsh Complaints | 0 | 2 | 1 | 1 | 7 |
| Acknowledgements not sent within 5 days | 25 | 15 | 14 | 7 | 7 |
| Response not sent within 20 days | 54 | 36 | 33 | 22 | 39 |
| Compliments Received | 389 | 383 | 341 | 287 | 288 |

Members Enquiries

| Directorate | Received | Responded on time | |
|------------------------|------------|-------------------|-------------|
| | Q1 | Q1 | Q1 % |
| Childrens | 0 | 0 | - |
| City Operations | 437 | 336 | 77% |
| Communities | 119 | 108 | 91% |
| Economic | 3 | 3 | 100% |
| Education | 11 | 11 | 100% |
| Governance & Legal | 5 | 5 | 100% |
| Adult SC | 5 | 5 | 100% |
| Resources | 17 | 14 | 82% |
| Total | 597 | 482 | 81% |

603 cases were recorded on the member enquiry line, of these 86 cases were Request for Service. It is presumed that as fewer enquiries required closing down due to cases being Requests for Service, Members are using the guidance for Request for Service and reporting Member Enquiries and Request for Service appropriately.

Total Staff Costs at Q1 **£49,696,863**

Total Agency Costs at Q1 **£3,193,254**

Total Overtime Costs at Q1 **£1,069,309**

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

| Staff Costs to End Q1 | % of Annual Budget | | % Spend Agency | % Spend Overtime |
|-----------------------|--------------------|---|----------------|------------------|
| £4,115,759 | 23.34% | Childrens City Operations Communities Corporate Mgmt Economic Education Gov & Legal Adult SC Resources | 15.64% | 0.43% |
| £13,559,436 | 27.42% | | 10.79% | 3.33% |
| £6,307,790 | 27.11% | | 5.27% | 1.90% |
| £785,699 | 27.77% | | 1.12% | 0.14% |
| £3,102,096 | 25.48% | | 6.10% | 2.85% |
| £6,952,297 | 28.24% | | 1.95% | 0.47% |
| £1,136,302 | 30.67% | | 3.90% | 0.27% |
| £4,456,599 | 28.71% | | 3.81% | 4.70% |
| £9,280,886 | 23.61% | | 2.22% | 1.57% |

**Agency
6.43%**

**Overtime
2.15%**

Sickness Absence Q1

FTE days

2015/16

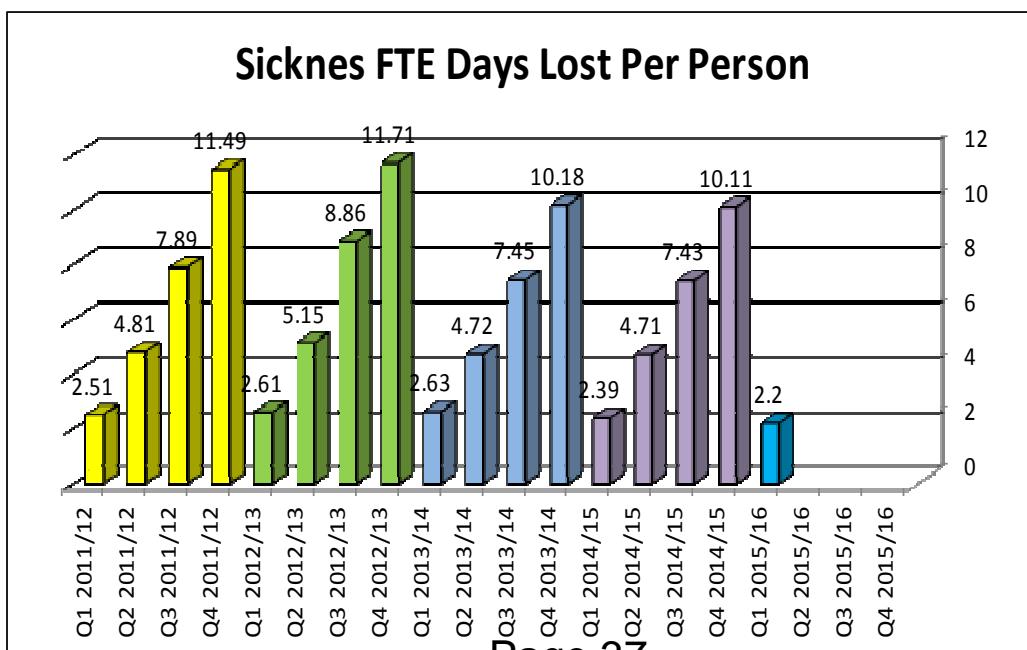
2.2

| | Av FTE Numbers | FTE Target | Q1 Days lost | Forecast for 2015/16 |
|------------------------|----------------|-------------|--------------|----------------------|
| Childrens | 350 | 13.0 | 3.5 | 14.5 |
| City Operations | 1,375 | 13.0 | 3.0 | 12.7 |
| Communities | 960 | 9.0 | 2.0 | 8.4 |
| Economic | 245 | 6.0 | 1.4 | 5.8 |
| Education | 750 | 8.0 | 1.9 | 8.0 |
| Education - Schools | 5,400 | 7.8 | 2.1 | 8.6 |
| Governance & Legal | 85 | 6.0 | 1.7 | 7.1 |
| Adult SC | 650 | 13.0 | 2.8 | 11.8 |
| Resources | 927 | 8.0 | 1.9 | 7.9 |
| Total | 10,746* | 9.0 | 2.2 | 9.3 |

*This figure includes schools based education staff.

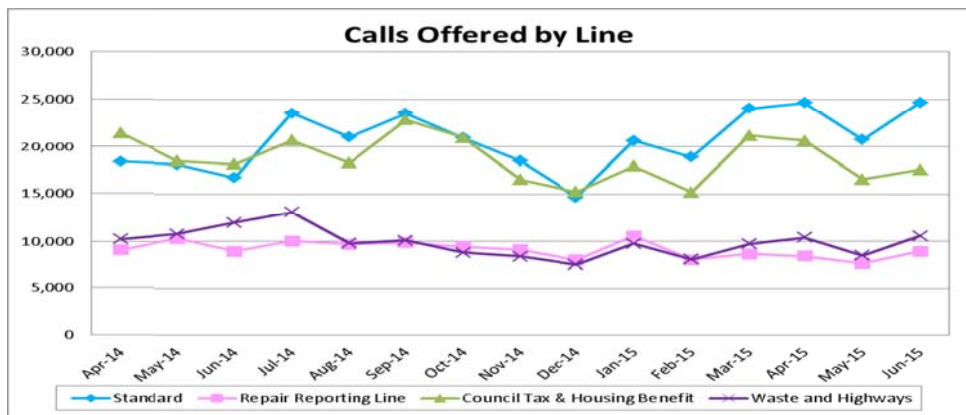
The Council's sickness figure is 9.0 FTE days lost per person, the data for Quarter 1 shows a decrease over the same period last year and was the lowest Quarter 1 figure in 5 years. The current forecast is 9.3 day lost per FTE.

The Sickness and Wellbeing Policy has been reviewed and approved and additional measures are being put in place for a number of directorates following a pilot in Environment last financial year.



Customer Contact

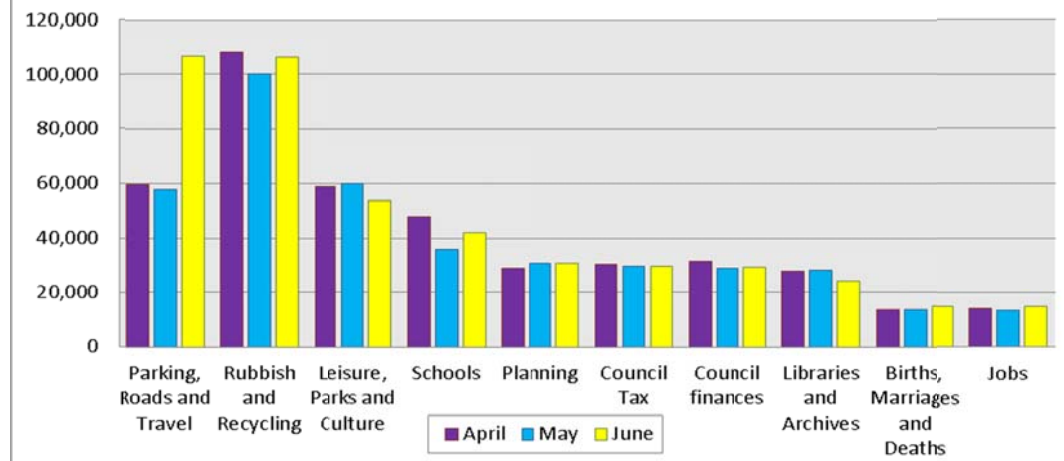
Calls offered to C2C



Update: Call volumes have been increasing compared to Q4 last year, although there was a notable decrease in May, the volumes have increased again during June.

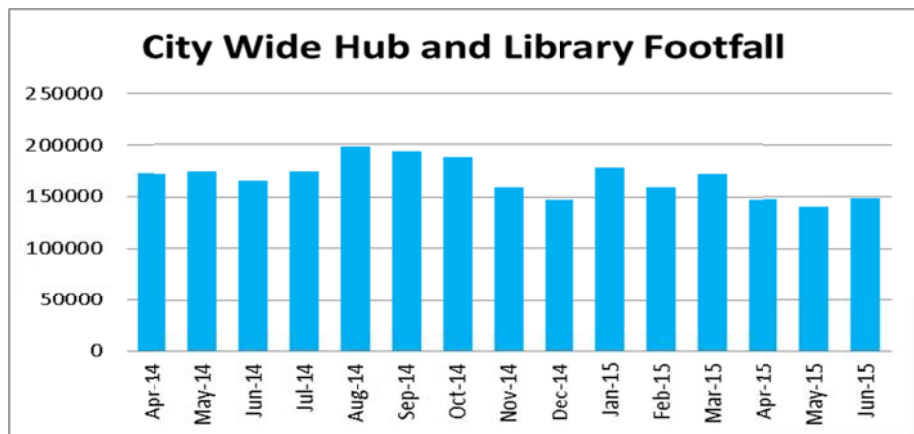
Most visited Website Areas

Most Visited Council Website Areas Q1



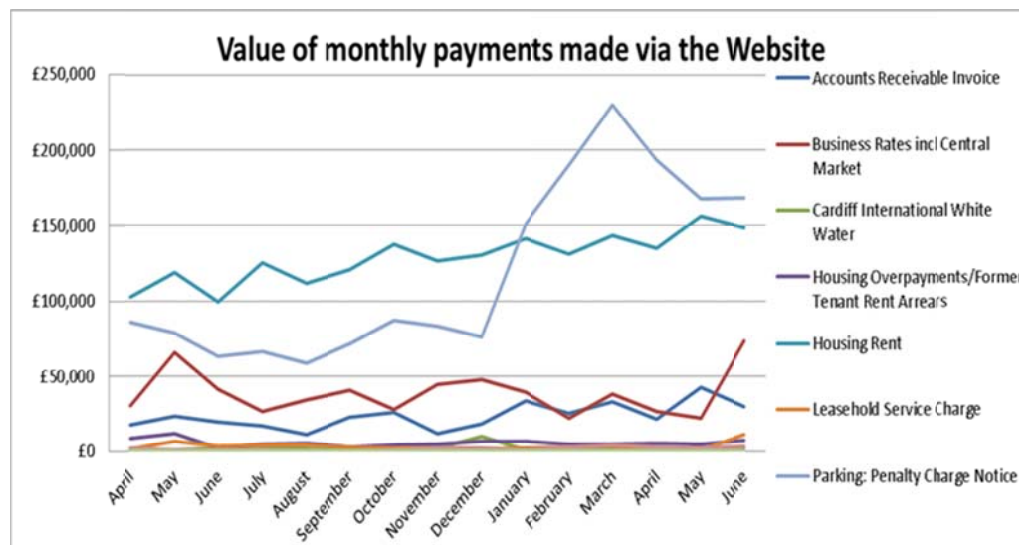
This chart shows (in descending order) the comparative levels of interest / page views by customers on the top 10 most viewed sections of the site each month during Quarter 1.

Total Footfall in both Libraries & Hubs across the City.



Update: The decrease in footfall during Quarter 1 is due to the closure of Central Library as it is transformed into Central Library Hub.

The value of Payments made through the Website



Personal Performance and Development Review Compliance as at 17th July 2015

| Organisation Name | PPDR Initiation | | |
|--|--------------------|-------------|----------------|
| | Total (Head Count) | Completed | Percentage (%) |
| City Operations | 1390 | 1218 | 88% |
| Communities, Housing & Customer Services | 1098 | 1042 | 95% |
| Economic Development | 273 | 250 | 92% |
| Education & Lifelong Learning (exc schools and central teachers) | 1010 | 827 | 82% |
| Governance & Legal Services | 86 | 62 | 72% |
| Resources | 1474 | 1376 | 93% |
| Social Services | 1118 | 982 | 88% |
| Total | 6363 | 5695 | 90% |

Staff Costs at Quarter 1

| Directorate | Staff Budget £ | Total Staff Costs to month 3 £ | % Annual Budget spent | Overtime Budget £ | Total Overtime spend £ | Overtime Spend % | Total Agency Budget £ | Total Agency Spend £ | Agency Spend % | % Costs spend on overtime | % Costs spent on agencies |
|-----------------------------|--------------------|--------------------------------------|-----------------------------|----------------------|------------------------------|---------------------|-----------------------------|----------------------------|----------------------|---------------------------------|---------------------------------|
| Children's Services | 17,637,080 | 4,115,759 | 23.34% | 0 | 17,608 | 0.43% | 510,930 | 643,735 | 15.64% | 0.10% | 3.65% |
| City Operations | 49,447,620 | 13,559,436 | 27.42% | 1,979,785 | 451,202 | 3.33% | 3,089,515 | 1,463,077 | 10.79% | 0.91% | 2.96% |
| Communities | 23,264,810 | 6,307,790 | 27.11% | 327,210 | 119,804 | 1.90% | 123,910 | 332,588 | 5.27% | 0.51% | 1.43% |
| Corporate Management | 2,829,250 | 785,699 | 27.77% | 0 | 1,074 | 0.14% | 0 | 8,803 | 1.12% | 0.04% | 0.31% |
| Economic Development | 12,175,250 | 3,102,096 | 25.48% | 375,560 | 88,346 | 2.85% | 437,370 | 189,075 | 6.10% | 0.73% | 1.55% |
| Education | 24,618,370 | 6,952,297 | 28.24% | 0 | 32,605 | 0.47% | 155,290 | 135,793 | 1.95% | 0.13% | 0.55% |
| Governance & Legal Services | 3,704,820 | 1,136,302 | 30.67% | 0 | 3,040 | 0.27% | 2,550 | 44,339 | 3.90% | 0.08% | 1.20% |
| Adult Social Care | 15,521,290 | 4,456,599 | 28.71% | 58,720 | 209,468 | 4.70% | 30,330 | 170,007 | 3.81% | 1.35% | 1.10% |
| Resources | 39,315,631 | 9,280,886 | 23.61% | 421,650 | 146,163 | 1.57% | 414,160 | 205,837 | 2.22% | 0.37% | 0.52% |
| Total | 188,514,121 | 49,696,863 | 26.36% | 3,162,925 | 1,069,309 | 2.15% | 4,764,055 | 3,193,254 | 6.43% | 0.57% | 1.69% |

Information Requests

Requests managed
by Central Team

419

requests

81.62%

compliance

| Function | FOI | | DPA | | Overall IR Compliance | |
|-----------------------|------------|---------------|------------|---------------|-----------------------|---------------|
| | Due | Compliance | Due | Compliance | Due | Compliance |
| Communication & Media | 0 | - | 0 | - | 0 | - |
| CTS | 0 | - | 0 | - | 0 | - |
| Democratic Services | 12 | 75.00% | 0 | 10 | 12 | 75.00% |
| Econ & Major Projects | 12 | 75.00% | 0 | - | 12 | 75.00% |
| Education | 23 | 78.26% | 0 | - | 23 | 78.26% |
| Emergency Management | 0 | - | 1 | 100.00% | 1 | 100.00% |
| Enterprise | 0 | - | 0 | - | 0 | - |
| Enterprise Archi | 0 | - | 0 | - | 0 | - |
| Environmental Health | 23 | 78.26% | 2 | 50.00% | 25 | 76.00% |
| Exchequer & Dev | 0 | - | 0 | - | 0 | - |
| Facilities Management | 2 | 0.00% | 0 | - | 2 | 0.00% |
| Finance & Procurement | 56 | 83.93% | 0 | - | 56 | 83.93% |
| Health & Safety | 1 | 100.00% | 0 | - | 1 | 100.00% |
| Highways & Transport | 62 | 82.26% | 0 | - | 62 | 82.26% |
| HRPS | 28 | 50.00% | 7 | 28.57% | 35 | 45.71% |
| ICT | 10 | 90.00% | 0 | - | 10 | 90.00% |
| Improvement & Info | 6 | 83.33% | 49 | 100.00% | 55 | 98.18% |
| Legal Services | 4 | 75.00% | 0 | - | 4 | 75.00% |
| Planning | 10 | 80.00% | 0 | - | 10 | 80.00% |
| Policy, Partnership | 0 | - | 0 | - | 0 | - |
| Project, Design, Dev | 0 | - | 0 | - | 0 | - |
| Licensing | 10 | 90.00% | 0 | - | 10 | 90.00% |
| Regeneration Prog | 0 | - | 0 | - | 0 | - |
| Risk & Audit | 0 | - | 0 | - | 0 | - |
| Scrutiny Services | 0 | - | 0 | - | 0 | - |
| Shared Services | 0 | - | 0 | - | 0 | - |
| Strategic Estates | 4 | 75.00% | 0 | - | 4 | 75.00% |
| Trading Standards | 5 | 100.00% | 0 | - | 5 | 100.00% |
| Traffic Network Man | 4 | 50.00% | 67 | 95.52% | 71 | 92.96% |
| Waste Management | 21 | 66.67% | 0 | - | 21 | 66.67% |
| TOTAL | 293 | 76.79% | 126 | 92.86% | 419 | 81.62% |

Since 1st April 2015 the Improvement & Information Team have taken over the management of information requests for specific Directorates. The report shows areas managed centrally and those that are managed by Directorates. In Quarter 1 the Council received 611 information requests under FOI & DPA I Legislation. The figures within the tables do not reflect Multi-function requests as these encompass a number of areas. The Council handled 46 Multi requests and compliance was 61%. The Improvement & Information team are currently considering how to effectively publish compliance with these requests in future reports.

Requests managed by Directorates

78

requests

70.51%

compliance

| Function | FOI | | DPA | | Overall IR Compliance | |
|-------------------------|-----------|---------------|----------|---------------|-----------------------|---------------|
| | Due | Compliance | Due | Compliance | Due | Compliance |
| Childrens Services | 10 | 40.00% | 3 | 0.00% | 13 | 30.77% |
| Crematoria & Cemeteries | 2 | 100.00% | 0 | - | 2 | 100.00% |
| Culture, Tourism | 0 | - | 0 | - | 0 | #DIV/0! |
| Customer Services | 2 | 100.00% | 0 | - | 2 | 100.00% |
| Harbour Authority | 1 | 100.00% | 0 | - | 1 | 100.00% |
| Health & Social Care | 18 | 55.56% | 5 | 40.00% | 23 | 52.17% |
| Housing | 19 | 89.47% | 1 | 100.00% | 20 | 90.00% |
| Infrastructure | 0 | - | 0 | - | 0 | #DIV/0! |
| Parks & Sports | 11 | 90.91% | 0 | - | 11 | 90.91% |
| Registration & Coroners | 6 | 100.00% | 0 | - | 6 | 100.00% |
| TOTAL | 69 | 75.36% | 9 | 33.33% | 78 | 70.51% |

Directorate: City Operations

Councillor: Derbyshire, Patel & Bradbury

Director: Andrew Gregory

Q1 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|-------------|-------------------|----------|--------------|
| £52,546,000 | £53,413,000 | £867,000 | 1.65% |

| | |
|---|-------|
| Number of Employees (FTE) | 1,375 |
| Sickness Absence YTD (Days Per Person) | 3.0 |
| PPDR Compliance Stage (Permanent Staff) | 88% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|------------|--------------|
| £12,058,000 | £10,378,000 | £1,680,000 | 13.93% |

Q1 Progress against Corporate Plan Commitment Actions 2015/16 (42)

Green 88% (37) Amber 12% (5)

Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (45)

Green 73.3% (33) Amber 24.4% (11) Red 2.2% (1)

Progress on Challenges Identified Q4 (previous quarter)

ADM: The parallel progression of the Corporate methodology for the evaluation of the infrastructure services alternative delivery model, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis.

The ADM project, consultation, and associated Cabinet report are on programme to be considered by Cabinet in July 2015.

Project Controls: Although all key projects are being delivered on programme (either at Directorate or Corporate plan programme level) since the restructure formal directorate project board meetings have only been reformed end of March. As a result, although all projects have been challenged at senior level, OMs were not able to formally challenge each other's projects.

Performance management, project governance and support arrangements are urgently being reviewed across the new Directorate to ensure robustness of project definition/delivery. A revised directorate programme board and programme will be established and operational by 30.07.2015.

Budget: Issues identified with: i) achieving the financial targets for alternative delivery on Leisure Centres and Arts Venues; ii) finding suitable community organisations to take over responsibility for play centre buildings' iii)

Increase income across the portfolio to mitigate against future savings requirements.

Achieving a balanced Budget is a core directorate priority. An in year mitigation strategy and action plan will be in place by 15.07.2015 to identify the actions necessary to achieve this outcome.

Q1 Service Delivery

Directorate Delivery Plan

Deliver new Parking Strategy for Cardiff by Summer 2015 (amber): The strategy is proposed to be taken forward to Cabinet in September.

Establish a new strategy for highways and transport asset maintenance & renewal (amber): The draft strategy will be developed for October for Highways and Transport. However, a view needs to be taken as to whether this work is extended to cover City Operations i.e. waste, parks & leisure.

Invest to save schemes (amber): The LED contract has been delayed by 3 months as a specification is developed with lower than envisaged kelvin light levels. This change has come from successful challenges at Trafford Council that stopped their contract proceeding. A trial is currently taking place to review the LED lanterns.

Increase in Planning and Highway Fee Income (amber): The issue of Welsh Government Planning Fee increase is being discussed with contacts within WG, it is clear that whilst new income is viable a risk exists that income may be lost if planning timeframes are breached. The planning head of service is changing working practice and developing a mitigation plan for this risk and to improve planning application determination performance. Highway income targets require further support to meet the levels set and this work is ongoing. Mitigations will be used to ensure that this saving is achieved.

Special Educational Needs transportation for pupils (amber): SEN transport still has significant issues with regards to control and projection of costs. A project officer is in place and working with Education to look at Processes that request SEN transport so costs are transparent and can be considered in the decision making processes. More robust targets are being established which maximise savings.

Replacement of non-statutory primary school transport (amber): 2 routes not formalised as existing provider did not want

to provide a service but there are ongoing discussions with other providers. There is no statutory obligation for the Council to provide a service and consultation has taken place; however, there will be parents and schools that are not happy with the changes.

New Household Waste & Recycling Centres (amber): Staff and TU consultation has begun on the proposed changes. Market testing has been undertaken and partners are interested in supporting and running a Re-Use facility. It should be noted that the legal operating permits required for the new site can take 6-9 month to obtain from the regulator (NRW), location is to be finalised.

Neighbourhood Services Council Wide: The £600k identified saving for Neighbourhood Services (Council wide) proportioned against respective departments and the restructure will be signed off in order to proceed. Whilst a proportion of the frontline savings have been realised, the remainder is being sought through a range of approaches for Cross directorate; enforcement, fleet, business administration and eland reductions, management and support. A full saving mitigation plan is being put in place.

Waste strategy & disposal savings (Red): The current projection assumes post sort has ceased and an alternative option to assist securing the recycling performance is sought. A mitigation plan is being put in place for month 4.

Corporate savings linked to Directorate for leisure, parks and waste (amber): Agency and overtime savings have been allocated but not the operational efficiency savings, this will be done at the budget meeting early July. A full saving mitigation plan is being put in place.

Increase income at Heath Park Car Park (amber): Changes have been implemented but may not achieve savings target due to full year affect. A full saving mitigation plan is being put in place.

Welsh language assessment (amber): Frontline initial assessment using the linguistic diagnostic tool has not fully taken place in relation to all receptions, hubs, centres within the Directorate.

Benchmark service performance (amber): Delays in Refuse Collection and Street Cleansing information and data gathering could result in submission deadlines not being met if quick progress is not made over the coming weeks.

Retrofitting the council's building estate (amber): The slight delay in reaching invitation to tender was related to resource difficulties in service areas supporting this process but the project is now back on track. An emerging risk is that the government are reviewing Energy Tariffs which will impact business cases for new renewable schemes.

Ensure the private rented sector is fit for purpose (amber): Delays in finalising on line consultation form meant original Cabinet report date has slipped from July to next available Cabinet date in September

Achievement of financial targets for ADM on Leisure Centres (amber): Procurement process for Leisure Centre Operator is at competitive dialogue stage, delivery of savings is dependent on procurement timetable and content of bid.

New Bus Station: Preparatory work and delivery of the Communication Plan regarding interim arrangements prior to the closure of the bus station [02.08.15]. Information leaflets circulated. Confirmation of interim arrangements. Briefings and presentation to key stakeholders, cabinet and councillors.

Management

Sickness Absence – awaited from Central Performance Team

PP&DRs – Results for initiation of PP&DRs for 2015/16 are 88% (1218 of 1390 completed), managers have been reminded of the importance of completing reviews and are actively working towards undertaking these.

Health & Safety - a significant piece of work has commenced to start drawing together the Health & Safety Policy and Action Plan for the new Directorate, as well detailing arrangements across health & safety topics, responsibilities need to be identified, as such an appendices for each operational manager have been forwarded to OMs for updating, these need to be completed before the policy and action plan can be progressed.

Key Performance Indicator Data – Q1 2015/16

Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (19)

Green 16% (3)

Red 16% (3)

11 (58%) of the indicators are annual and 2 (10%) have no result available at this stage as the data is still being collected, interrogated and verified.

| Performance Indicator | Result 14/15 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 15/16 | Year End 15-16 | R.A.G. |
|--|--------------|-------------|-------------|-------------|-------------|--------------|----------------|--------|
| PSR/004 - The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority | 6.71% | 1.03% | | | | 6.6% | | R |
| This is a cumulative indicator where results are built up throughout the year where dwellings are returned to occupation, end of year target is envisaged to be met. | | | | | | | | |
| PLA/004 (a) - The percentage of major planning | Page 43 | 8% | | | | 25% | | R |

| | | | | | | | | | |
|--|-------|-------|--|--|--|--|-----|--|---|
| applications determined during the year within 13 weeks | | | | | | | | | |
| PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks | 71.1% | 64.8% | | | | | 80% | | R |
| PLA/004 (a & c) - A range of measures to improve performance are currently being developed by the recently appointed Head of Planning to respond to a heavy and complex workload. Issues under consideration include assessing staffing capacity against available budget, improved joint-working across teams within and beyond the Planning Service, making improvements to the Development Management process and creating an enhanced performance-driven culture. Full details will be finalised by late summer and will build upon improvements brought about through the recent restructuring process. | | | | | | | | | |

| | |
|---|---|
| <p>Q1 Challenges Identified</p> <p>Budget Under Achievement – in key areas Budgets have been underachieved.</p> <p>New Directorate Structure / Governance/ Systems</p> <p>Ensuring Major Project Delivery: Leisure Centres. Achieving the financial targets for alternative delivery.</p> <p>ADM: Project Delivery / Defining adequate resourcing.</p> <p>Managing and reducing sickness absence</p> | <p>Q1 Actions being taken</p> <p>A rigorous approach is being adopted to identify alternative budget mitigation, establish clear saving ownership and programmes/monitoring for savings/income delivery. All plans in place by end 08.2015.</p> <p>A transition plan has been established to define roles/objectives and key areas such as performance, business support and finance function. In the medium term an appropriate service/budget review is being planned.</p> <p>Programme board is established. Management actions and mitigations being implemented and further explored.</p> <p>In order to reduce sickness absence levels a greater focus on individual cases has been adopted and through the introduction of bi-monthly performance meetings with those reporting directly to the Operational Manager. Sickness absence is a core agenda item and HR is supporting the process in tackling problem areas.</p> |
|---|---|

Directorate: City Operations

Councillor: Derbyshire, Patel & Bradbury

Director: Andrew Gregory

Q1 Risk Update

| Corporate Risk | | | | |
|---|---------------|---------------|--|----------------|
| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
| Climate Change and energy security - Unpreparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply. | Red | Red | Training and 1-2-1 support has been offered by the SD Unit to all Directorates to support them addressing the Corporate PI on this issue but uptake from Directorates has been low. The SD Unit will offer further support to Directorates to provide a combined year 1 & 2 response and will investigate other ways to ensure that parties are more proactively engaged, including an analysis of how new legislation (Well-being of Future Generations Act and upcoming Environment Bill) will help to influence this agenda | Andrew Gregory |
| Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business | Red | Red / Amber | The e-learning HACCP module is now live and available to all relevant staff across the Council. The HACCP team liaise regularly to coordinate updates as required and updates | Andrew Gregory |

| | | | | |
|---|------------|--------------------|--|-----------------------|
| outlets, events & venues | | | are made available via CIS. The E.coli Groups both met in this quarter. The Corporate E.coli work supported by Public Protection is not in scope for the new collaboration which we are a part of, as such discussions are ongoing as to how this moves forward. | |
| Preparation of Local Development Plan -Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable. | Red | Red / Amber | All 187 Action Points have been responded to and posted on the Council's website. Action point responses have informed proposed changes to the submitted Deposit LDP which are set out in a document called the Matters Arising Changes Schedule. Formal consultation on the proposed changes is underway and runs between 11th June and 23rd July. Project remains on course, no further mitigating actions currently required. | Andrew Gregory |
| Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment. | Red | Red | The end of year position for statutory recycling and Biodegradable Municipal Waste to landfill targets have been exceeded (full NRW validation is pending). The Project Gywrdd commissioning means that the risk of failing our Biodegradable Municipal Waste target has been virtually removed. The risks for 15/16 remain on recycling performance remains red as the target increases from 52% to 58% this year. | Andrew Gregory |

Emerging Risks Identified this Quarter

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|---|---------------|---------------|---|-----------------------|
| Significant risk with financial targets in not being able to be met | Red | Red | Mitigation strategy currently being developed | Andrew Gregory |

Update on Previous Quarters Emerging Risks

| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
|--|---------------|---------------|--|-----------------------|
| Should timescale for procurement on Leisure Centres alternative management not be met, savings achievement would be delayed. | Red | Red | Should timescale for procurement on Leisure Centres & Arts Venues alternative management not be met, savings achievement would be delayed. | Andrew Gregory |

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Dan De'Ath

Q1 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|-------------|-------------------|----------|--------------|
| £46,680,000 | £46,680,000 | - | - |

| | |
|---|-----|
| Number of Employees (FTE) | 960 |
| Sickness Absence YTD (Days Per Person) | 2.0 |
| PPDR Compliance Stage (Permanent Staff) | 95% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|----------|--------------|
| £1,643,000 | £1,439,000 | £204,000 | 12.42% |

Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.14)

Green 92.85% (13)

Red
7.14%
(1)

Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.46)

Green 96% (44)

Amber 4% (2)

Progress on Challenges Identified Q4 (previous quarter)

Central Library Hub

Project operating to schedule – construction will conclude on the 17/7. Furniture and technical installs will be in place by the end of July and official launch will take place on the 30th July. 150k Welsh Government grant secured to partially fund the library enhancements. Work is underway to maximise digital offer for citizens.

Waste Restriction Programme

All temporary project staff have been recruited, trained and are live dealing with customers. The leaflet drop outlining the WR changes have taken place with bespoke bag deliveries in the delivery stage at present. Customer contact are increasing with all channels seeing an increase in demand. Formal complaints remain a low volume at this time with most customers expressing dissatisfaction through social media, which is being addressed separately. Changing information and clarity of some decisions remain a challenge.

Improving the speed of homelessness decision making

The measures put in place are working and there has been a significant improvement in the time taken to make a homelessness decision. As at 3rd July 2015 there were 73 open cases, this is down from 135 at 1st May 2015.

Q1 Service Delivery

Budget

There are some budget implications due to the implementation of the Rumney Partnership Hub, Central Library Hub and the Alarm Receiving Centre. Part year effect of the saving will be realised in 2015/16, however additional savings and additional income is being identified to ensure the directorate achieves a balanced position.

Directorate Delivery Plan

Alarm Receiving Centre – Go live date is planned for 18th August 2015, and we have implemented a managed 1 month delay into the project to allow more time for the robust testing of technology and detailed process and procedures to be written.

Customer Contact – During Q1 C2C received 33,000 additional calls. The answer rate for calls into C2C has improved for the 3rd consecutive quarter to 91.59%. This is as a result of the return of the 37 hour working week, an increase in the centres opening times and review of working practices. Email contact has also increased with the average monthly figure rising from 6,000 to over 17,500 customer emails. The average response rate has decreased to 19 hours 37 minutes.

Housing Allocation Policy - The new policy has been in place for 6 months and a review of the policy is being carried out in conjunction with the housing associations and proposals will be put forward to resolve any issues that have been identified. Any changes from this review will be taken to Cabinet in November for decision.

Into Work - New outreach provision for help to get on line and job clubs are now held in Plasnewydd Community Centre twice a week (recently community asset transfer to YMCA). The service also successfully bid for funding from Communities 2.0 to provide laptops and tablets at the sessions.

Hubs - Community consultation on Rumney Partnership Hub was completed and agreement reached with C3SC for the ECLP Communities First team to lease part of the premises. Plans for Llandaff North and Fairwater Hubs finalised following consultation with stakeholders and the community.

Housing Repairs – Performance Management Software (Infosuite) is being installed on 15th July 2015 with training currently being undertaken. Performance monitoring of the separate trades and individual contractors are now in place and includes information on first time fixes and appointments kept. A new Performance and Operations Manager has been appointed to improve monitoring and contract management.

Housing Partnership Programme – Report to Cabinet 16th July 2015 to set out the final list of sites and approve the process to appropriate land for planning purposes. Developer to be appointed in September.

Management

Health & Safety - Plan has been created, approved at SAJC and circulated to SMT. The H&S Action Plan is available on the Council CIS system.

PPDR Status – Directorate reporting a 95% completion rate for completion rate for setting of PPDR objectives for 2015/16. A sampling exercise into the quality of PPDRs is taking place.

Sickness – Regular monitoring takes place within the directorate with: ·monthly directorate performance report ·weekly manager updates on sickness, open RTW and any missed stages · Case management to any Long-term sickness and Assistant Director Management Team meetings.

Directorate: Directorate: Communities, Housing and Customer Services

Key Performance Indicator Data – Q1 2015/16

Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.45*)

Green 55% (18) **Amber 39% (13)** **Red 6% (2)**

*6 annual, 3 are not targeting and 3 no data

| Performance Indicator | Result 14/15 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 15/16 | End 15-16 | Year | R.A.G. |
|--|--------------|-------------|-------------|-------------|-------------|--------------|-----------|------|--------|
| The average number of calendar days taken to deliver a Disabled Facilities Grant | 193 | 214 | | | | 200 | | | R |
| Work on site is delayed due to the capacity of the contractor being unable to meet the demand. Meeting with contractor has taken place; they have taken on additional staff and have given an undertaking that timescales required can be met. New monthly performance monitoring is being developed to better understand all the issues involved. | | | | | | | | | |
| The number of library materials issued, during the year, per 1,000 population | 4,727 | 967 | | | | 5000 | | | R |
| These figures represent a 75,838 drop in performance against 2014 -15 figures. Some impact has been felt as a result of the closure of Central Library for 5 weeks during this period, to enable the refurbishment work for the Central Library Hub. There is also the continued closure of Roath Library and the closure of Grangetown Library for the refurbishment. Anticipating improved performance in Quarter 2 as a result of focused approach to the delivery of the Summer Reading Challenge | | | | | | | | | |
| The number of visits to Public Libraries during the year, per 1,000 population | 8,376 | 1,217 | | | | 6,000 | | | A |
| These figures represent a decrease of 52,233 in performance against 14/15 figures. Impact has been felt as a result of the closure of Central Library for 5 weeks during this period for the refurbishment work for the Central Library Hub. There is also a continued closure of Roath Library for Health and Safety reasons and the closure of Grangetown Library for the refurbishment. | | | | | | | | | |
| The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months | 51.7% | 33.6% | | | | 55% | | | A |
| This indicator has been withdrawn following the introduction of the Housing (Wales) Act 2014, and the WAG has not replaced it. The WHO12 return now requires us to report on the number of households for whom homelessness was prevented or relieved, the criteria for each being that the solution should be one that is likely to last for 6 months or more. This particular quarter saw a shortfall in instances of prevention reported to us by partner organisations; a fall in the number of hostel rooms becoming vacant; and a higher-than-normal number of decisions that substantiated homelessness | | | | | | | | | |
| Percentage of C2C Calls Answered | 86.9% | 91.6% | | | | 93% | | | A |

| Performance Indicator | Result 14/15 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 15/16 | Year End 15-16 | R.A.G. |
|--|--------------|-------------|-------------|-------------|-------------|----------------------------------|----------------|--------|
| For the third consecutive quarter, C2C have improved its overall Answer Rate percentage. Despite handling an additional 33,000 calls, which can largely be attributed to the council tax annual billing period when which saw 65,000 calls being offered in the month of April, C2 achieved an increase of 1.88%. This comes in conjunction with staff returning to a 37 hour working week and an increase to the centres operational hours allowing for greater flexibility in the scheduling of break and lunch patterns and the ability to further front-load rotas and concentrate greater levels of resource at the start of the day when needed. | | | | | | | | |
| BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims | 18.9 | 19.94 | | | | 21 | | G |
| BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims | 21.3 | 22.95 | | | | 21 | | A |
| While the target was met for Council Tax Reduction claims, the time taken to process Housing Benefit claims was above target. This was due to high staff turnover within the section, posts have now been filled and planned training programme is underway. | | | | | | | | |
| The average number of days that all homeless households spent in Other forms of temporary accommodation | 206 | 195 | | | | 200 | | G |
| This is a good performance and an improvement from 214 in Q4. The implications of the section 73 duty under the Housing (Wales) Act may have an impact on the typical length of stay and this PI will be monitored to understand the impact of this change. | | | | | | | | |
| Vacant Local Authority stock as percentage of overall stock (as at the end of the period) | 1.55% | 1.53% | | | | 1.5% | | G |
| The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year. | 2.12% | 1.8% | | | | 2% | | G |
| The number of vacant properties remains within target. The rent loss in the first quarter is £285,227.95, this compares favourably with the same period last year when the rent loss was £375,612.66. | | | | | | | | |
| HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year | 112.7 | 103 | | | | Q1-90 Q2-80 Q3-70 Q4-60 | | A |
| Quick turnaround project pilot has had a positive impact and April (85 days) and June (83 days) showed significant improvement in the turnaround times for voids. The quarterly outturn was impacted by June's result (121) where some properties that had undergone significant improvement were let after being void for a significant amount of time. Some issues remain however with the time taken by contractors to carry out works and with letting some properties and further work is needed to resolve these issues. | | | | | | | | |

Q1 Challenges Identified

Q1 Actions being taken

Successful Launch of the Central Library Hub

Full launch programme has been put in place on 30th July.

Implementation of the Waste Restriction Changes

Actions implemented already covered in this report, calls will be closely monitored. Aim to utilise of social media and the web to reduce call demands.

Reducing the time taken to let vacant properties remains a key challenge

The action plan already in place to improve vacant turn around times will be reviewed and other actions identified. Contractor performance will continue to be monitored carefully and appropriate action taken.

Directorate: Communities, Housing and Customer Services

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Dan De’Ath

Director: Sarah McGill

Q1 Risk Update

| Corporate Risk | | | | |
|---|---------------|---------------|--|---------------------|
| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
| Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011, | Red | Red | <ul style="list-style-type: none"> - Welfare Reform Group is working well in coordinating multi-agency activity - Discretionary Housing payments are being used to top up the benefit claims of those most affected - Tenants adversely affected are being supported to exchange properties , given tenant greater choice on new properties and reducing void rent loss | Sarah McGill |

| Emerging Risks Identified this Quarter | | | | |
|---|---------------|---------------------|---|---------------------|
| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
| UKs Budget Announcement <ul style="list-style-type: none"> - Benefit Cap reduced to £20,000 (previous risk profiled on £23,000) - Freeze on benefits - Tax credit changes - Budget settlements on areas where there is devolved powers is Wales is currently not known | Red | Amber/ Green | Assessed the potential impact for Cardiff <ul style="list-style-type: none"> - benefit cap may affect as many as 1,161 households (of which 485 are council tenants) This risk to be managed as part of the wider Welfare Reform Corporate Risk. | Sarah McGill |

| Update on Previous Quarters Emerging Risks | | | | |
|--|---------------|---------------------|--|-------------------------|
| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
| Central Library Closure for refurbishment – Negative impact for service users and reputational damage from the building being closed if not properly managed. | Red | Amber/ Green | Risk was correctly managed with closures kept to minimum and contingency plans successful. Minimal public reaction or complaints | Isabelle Bignall |

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q1 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|------------|-------------------|----------|--------------|
| £2,314,000 | £2,614,000 | £300,000 | 12.96% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|----------|--------------|
| £1,653,000 | £1,653,000 | - | - |

| | |
|---|------|
| Number of Employees (FTE) | 245 |
| Sickness Absence YTD (Days Per Person) | 1.37 |
| PPDR Compliance Stage (Permanent Staff) | 92% |

Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

Green 100% (19)

Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 86% (12)

Amber 14% (2)

Progress on Challenges Identified Q4 (previous quarter)

- City Deal** – All local authorities have committed to participate in City Deal. 9 have Cabinet approval final one is currently being processed.
- Cardiff Business Council** - The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.
- Central Square** - Planning permission has been granted. Preparations have been made to undertake a detailed public engagement exercise before the closure of the bus station. The public can view the model for the proposed transport interchange and give their feedback before the planning application is submitted in the autumn.
- Arena** – A business case setting out a plan for delivery is being developed. The intention is to report to Cabinet in the autumn.
- Civic Centre** – A Commissioning Brief and shortlist of architects has been agreed with Cardiff University and the procurement process is underway. Selection will slip into Q2.
- Property Strategy** – Advice provided to Neighbourhood Management Teams to determine their current and future property requirements. Once the requirements are agreed Neighbourhood Area Asset Plans will be developed, outlining proposals for community buildings and partnership assets.
- BID** - Advisors appointed to prepare a BID ballot. Task Group established to develop a baseline analysis of service delivery.
- ADM review** – Project group established to explore the merits of a heritage trust. ADM for cultural venues is progressing.

Q1 Service Delivery

Directorate Delivery Plan

Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016 - Planning permission has been granted for the masterplan. Construction of 135 sqft of grade A office accommodation is progressing at building 1. Planning permission is in place for a HQ building (phase 2) and building 2 (phase 3). Central Square design works are on programme.

Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery - Partners have agreed to bring together a fund to appoint advisors to undertake business planning and feasibility studies. Formal agreement to participate achieved in 9 Councils.

Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016 - masterplan completed.

Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism in the city-region by 2020 – The Council's Cabinet approved the new Tourism Strategy and Action Plan 2015 – 2020. Outcomes will be led by the private sector, supported by the Council and embrace close working with stakeholders.

Deliver the approved Property Strategy –the Corporate Asset Management Plan (CAMP) will be presented to the Council's Cabinet in July. Once approved the CAMP will become the key property management tool for the authority providing a corporate view of all property related activities. Property Partners from Strategic Estates have worked with service areas and developed a property master schedule detailing gross internal area for all buildings, running cost, maintenance backlog and capital receipts.

Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017 – Quarter 1 targets achieved, Council teams have vacated Charles Street and operational costs ceased

in June.

Community Regeneration – Community shopping centre improvement schemes progressing at Clare Road and Penarth Road. The Council are consulting communities on draft neighbourhood renewal schemes at Trenchard Drive and Birchgrove.

Social Enterprise Funding – A Social Innovation Fund (SIF) has been set up by the Council to help promote social enterprises. Three successful applicants have gone through for SIF approval and received an offer letter.

Management

Health and Safety – No accidents reported during the period.

PPDRs – completed 91% of end of year performance reviews.

Welsh Bilingual Service – Cardiff Castle linguistic assessments completed. Managers of other front line teams will need to complete their forms.

Directorate: Economic Development

Key Performance Indicator Data – Q1 2015/16

Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)

Green 78% (14)

Amber 22% (4)

14 PI's have annual results / 18 PI's have quarterly results

| Performance Indicator | Result 14/15 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 15/16 | End 15.16 | Year | R.A.G. |
|--|--------------|-------------|-------------|-------------|-------------|--------------|-----------|------|--------|
| Grade A office space | 30,000 sqft | 180,000 | | | | 100,000 | | | G |
| Approval of a HQ in Central Square. | | | | | | | | | |
| Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative figure) | 120 | 164 | | | | 1,000 | | | A |
| The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity. | | | | | | | | | |
| Retained Income For St David's Hall and New Theatre | £1,269,492 | £403,782 | | | | £1,337,500 | | | A |
| In Q1 we failed to achieve the target of £409,618 by 1.4%. It is anticipated that retained income targets will be satisfied at year end. | | | | | | | | | |
| Number of Attendances At Cardiff Castle | 274,285 | 76,636 | | | | 285,000 | | | A |
| Q1 performance is below the challenging target set due to last years over performance. It is worth noting however that we achieved income of £994,751 against a target of £969,017 – indicating some success in increasing the yield per customer. Part of the reason for the reduced performance in Q1 is the early Easter in 2015 which saw some of the holiday visitor numbers leak into Q4 of 2014/15. Another minor factor is the reduced number of Welsh banquet tours undertaken due to the removal of a number of Welsh banquets from the Castle to re-focus on higher yielding functions. Income stream targets across the Castle have been re-adjusted to take account of this change. | | | | | | | | | |
| Customer Satisfaction Level For Cardiff Castle | NPS+53 | NPS+25 | | | | NPS+50 | | | A |
| The NPS (Net Promoter Score) score used at Cardiff Castle only takes account of those who would score 9 or 10 out of 10 in recommending a visit to the site as opposed to those who score the site particularly poorly. Mild favourable scores 6, 7, or 8 out of 10 are ignored. Initial investigation of customer feedback does not reveal any particular areas of concern but all areas for improvement will be addressed. | | | | | | | | | |
| Investment Portfolio Income | £4.023m | £1,073m | | | | £4.3m | | | G |
| At quarter 1 we received £1.073m of the £4.3 income target. | | | | | | | | | |

Q1 Challenges Identified

1. Addressing in-year projected over-spend
2. Ensuring delivery of 15/16 savings targets
3. Delivering Property Strategy outputs including capital receipts.
4. Explore the Heritage Trust approach to the Castle and other heritage assets.
5. Progress the Cultural Venues ADM procurement.
6. Progressing the City Deal
7. Develop detailed costings and scheme for a new bus station

Q1 Actions being taken

1. Develop a detailed plan with managers of in-year cost reduction and reduced spend to off-set anticipated over-spends in regard to St David's Hall and New Theatre.
2. Implement regular monitoring of progress to ensure substantial in-year delivery of targets.
3. Publish Corporate Asset Management Plan and consolidate the Asset Management Board approach to monitoring property activities.
4. Investigate the merits of a heritage trust including learning from the experiences of other cities.
5. Review timescales associated with the procurement process to ensure benefits are realised as early as possible in 16/17.
6. Establish new governance arrangements and a project team
7. Develop a detailed scheme with costings and report to Cabinet in Q3.

Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

Q1 Risk Update

Corporate Risk

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|---|---------------|--------------------|---|----------------------|
| Asset Management - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings. | Red | Red / Amber | <ul style="list-style-type: none"> •Cabinet formally approved a new Property Strategy. •Corporate Asset Management Board and supporting Working Group set up. •Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings. •Established Implementation Plan for the new Property Strategy. •Draft Asset Management Plan prepared for consideration by Cabinet in July. | Neil Hanratty |

Emerging Risks Identified this Quarter

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|------------------|---------------|---------------|--------------------|------------|
| N/A | | | | |

Update on Previous Quarters Emerging Risks

| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
|---|--------------------|---------------|--|-------------------------|
| <p>Arts Venues (Q4) Should timescale for procurement on Arts Venues alternative management not be met, savings achievement would be delayed.</p> | Red | Red | <p>(Q4) Sound control by project board and team to drive procurement but ultimately dependent on procurement timetable and content of bids. (Q1) Progressing the procurement process, completed invitation to submit outline solutions.</p> | Kathryn Richards |
| <p>BID (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.</p> | Red / Amber | Green | <p>(Q4) Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management. Advisors appointed to undertake BID application process (Q1) Task Group established to develop a baseline analysis of service delivery.</p> | Ken Poole |
| <p>Economic Vision (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.</p> | Red / Amber | Green | <p>(Q4) CC14 report circulated. Draft vision to be reported to Cabinet for consultation with a view to formal launch in the autumn. (Q1)</p> | Ken Poole |
| <p>Advertising Strategy (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings</p> | Red / Amber | Green | <p>(Q4) Planning applications submitted. Income expected to be realised in time for next financial year. (Q1) Terms agreed for 1st site, which is awaiting planning approval.</p> | Ken Poole |

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Quarter 1 Performance - Communities, Housing and Customer Services Supplementary Information

Appendix C

The Director of Communities, Housing and Customer Services was requested to provide additional information relating to the two library performance indicators marked as red and amber respectively. These were:

- The number of visits to Public Libraries during the year, per 1000 population
- The number of Library materials issues, during the year, per 1000 population

It was hoped that full information on library visits and materials issued would show the full impact of the closures at Central, Grangetown and Roath Libraries, and allow Members to test whether reduced issues and visits have been across the board or as a result of these closures.

Visits

| | |
|--|-----------------|
| Comparing Q1 of 15/16 with Q1 of 14/15 | 76,352 decrease |
| As above, removing figures for Central, Grangetown and Roath | 31,085 increase |

The figures show that, when figures for Central, Grangetown and Roath libraries are discounted, there has been an overall increase in visits to libraries across Cardiff.

Issues

| | |
|--|-----------------|
| Comparing Q1 of 15/16 with Q1 of 14/15 | 86,449 decrease |
| As above, removing figures for Central, Grangetown and Roath | 13,054 decrease |

The figures show that, when figures for Central, Grangetown and Roath libraries are discounted, the decrease in issues of library materials is substantially (85%) lower. It should be notes that this is still a decrease on Q1 performance in 2014/15

Table 1 - Visits to Libraries in Cardiff

| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Quarter 1 | Quarter 1 like for like |
|------------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------------|-------------------------|
| Butetown 2015/16 | 630 | 653 | 730 | 821 | | | | | | | | | 2013 | 2013 |
| Butetown 2014/15 | 411 | 383 | 190 | 650 | 750 | 690 | 764 | 680 | 595 | 645 | 525 | 697 | 984 | 984 |
| Central 2015/16 | 22437 | 14396 | 17524 | 31374 | | | | | | | | | 54357 | 0 |
| Central 2014/15 | 49787 | 51341 | 37422 | 43686 | 41076 | 40622 | 39798 | 35678 | 32095 | 38131 | 35548 | 38782 | 138550 | 0 |
| Canton 2015/16 | 11888 | 12477 | 13254 | 13036 | | | | | | | | | 37619 | 37619 |
| Canton 2014/15 | 10683 | 10835 | 11039 | 11918 | 11435 | 11995 | 11210 | 9769 | 9565 | 11097 | 9847 | 11624 | 32557 | 32557 |
| Cathays 2015/16 | 6693 | 6863 | 8905 | 9199 | | | | | | | | | 22461 | 22461 |
| Cathays 2014/15 | 5444 | 5578 | 5647 | 5945 | 9146 | 6119 | 5803 | 5034 | 4800 | 5983 | 5804 | 6738 | 16669 | 16669 |
| Ely 2015/16 | 14813 | 13706 | 16780 | 18268 | | | | | | | | | 45299 | 28519 |
| Ely 2014/15 | 6233 | 4260 | 8136 | 13881 | 16003 | 15400 | 13980 | 11631 | 9380 | 12760 | 12500 | 15046 | 18629 | 10493 |
| Fairwater 2015/16 | 4682 | 4457 | 4636 | 5810 | | | | | | | | | 13775 | 13775 |
| Fairwater 2014/15 | 4961 | 5060 | 5221 | 5617 | 6102 | 5989 | 5271 | 4260 | 4102 | 4510 | 4851 | 4701 | 15242 | 15242 |
| Grangetown 2015/16 | CLOSED | | | | | | | | | | | | 0 | 0 |
| Grangetown 2014/15 | 5319 | 4184 | 4741 | 5750 | 4670 | 4926 | 4422 | 4498 | 5350 | 4053 | 4192 | 1127 | 14244 | 0 |
| Llandaff 2015/16 | 3170 | 3959 | 5047 | 5129 | | | | | | | | | 12176 | 12176 |
| Llandaff 2014/15 | 3906 | 4475 | 3670 | 4074 | 5324 | 4007 | 5079 | 3742 | 3228 | 4581 | 3598 | 3987 | 12051 | 12051 |
| Llanedeyrn 2015/16 | 3133 | 3493 | 3656 | 4551 | | | | | | | | | 10282 | 10282 |
| Llanedeyrn 2014/15 | 3177 | 3388 | 4039 | 3705 | 3698 | 3542 | 3640 | 3689 | 3201 | 3544 | 2843 | 4136 | 10604 | 10604 |
| Llanishen 2015/16 | 1296 | 1296 | 1328 | 1660 | | | | | | | | | 3920 | 3920 |
| Llanishen 2014/15 | 1180 | 1475 | 1180 | 1710 | 1368 | 1710 | 1785 | 1428 | 1785 | 1705 | 1364 | 1705 | 3835 | 3835 |
| Llanrumney 2015/16 | 7823 | 5730 | Error | Error | | | | | | | | | 13553 | 13553 |
| Llanrumney 2014/15 | 7812 | 7816 | 7980 | 8668 | 8092 | 9003 | 8818 | 7769 | 6203 | 7946 | 7263 | 8076 | 23608 | 15628 |
| Penylan 2015/16 | 23961 | 24601 | 24098 | 26117 | | | | | | | | | 72660 | 72660 |
| Penylan 2014/15 | 23018 | 24069 | 24890 | 26989 | 29045 | 27981 | 28566 | 22076 | 24153 | 26955 | 25781 | 27383 | 71977 | 71977 |
| Prison 2015/16 | 951 | 931 | 986 | 1029 | | | | | | | | | 2868 | 2868 |
| Prison 2014/15 | 229 | 309 | 1098 | 1215 | 433 | 999 | 1083 | 985 | 1099 | 857 | 792 | 762 | 1636 | 1636 |
| Radyr 2015/16 | 2942 | 3300 | 3515 | 4207 | | | | | | | | | 9757 | 9757 |
| Radyr 2014/15 | 3158 | 3008 | 3485 | 3974 | 4214 | 3961 | 3682 | 3216 | 3489 | 3994 | 3539 | 3556 | 9651 | 9651 |
| Rhiwbina 2015/16 | 7749 | 8488 | 7344 | 10482 | | | | | | | | | 23581 | 23581 |
| Rhiwbina 2014/15 | 8449 | 9086 | 8500 | 10209 | 9237 | 9972 | 9565 | 7940 | 7294 | 9129 | 7952 | 7740 | 26035 | 26035 |
| Rhydyppennau 2015/16 | 5975 | 6060 | 10055 | 6842 | | | | | | | | | 22090 | 22090 |
| Rhydyppennau 2014/15 | 4888 | 4806 | 4962 | 6347 | 8412 | 9192 | 5238 | 5741 | 3495 | 4768 | 4134 | 4899 | 14656 | 14656 |
| Roath 2015/16 | CLOSED | | | | | | | | | | | | 0 | 0 |
| Roath 2014/15 | 2984 | 3076 | 3604 | 3622 | 3633 | 3806 | 4202 | 0 | 0 | 0 | 0 | 0 | 9664 | 0 |
| Rumney 2015/16 | 2803 | 2739 | 4480 | 3277 | | | | | | | | | 10022 | 10022 |
| Rumney 2014/15 | 3682 | 3636 | 3747 | 4816 | 4143 | 4544 | 4614 | 3672 | 2656 | 3682 | 2519 | 3753 | 11065 | 11065 |
| St. Mellons 2015/16 | 10142 | 10151 | 10400 | 12665 | | | | | | | | | 30693 | 30693 |
| St. Mellons 2014/15 | 10582 | 10731 | 9778 | 0 | 12758 | 10745 | 11254 | 9219 | 8420 | 11332 | 10650 | 10814 | 31091 | 31091 |
| Splott 2015/16 | 7345 | 7610 | 8154 | 10031 | | | | | | | | | 23109 | 23109 |
| Splott 2014/15 | 7015 | 7880 | 7980 | 7917 | 8706 | 8706 | 8685 | 7390 | 7932 | 9664 | 8437 | 8868 | 22875 | 22875 |
| Tongwynlais 2015/16 | 22 | 29 | 35 | 12 | | | | | | | | | 86 | 86 |
| Tongwynlais 2014/15 | 29 | 63 | 51 | 44 | 49 | 26 | 45 | 38 | 32 | 32 | 21 | 25 | 143 | 143 |
| Whitchurch 2015/16 | 8875 | 8036 | 7993 | 11527 | | | | | | | | | 24904 | 24904 |
| Whitchurch 2014/15 | 9636 | 8169 | 7955 | 12035 | 10070 | 9167 | 10003 | 10488 | 8096 | 12750 | 7468 | 7504 | 25760 | 25760 |
| Outreach 2015/16 | 337 | 462 | 453 | 480 | | | | | | | | | 1252 | 1252 |
| Outreach 2014/15 | 397 | 422 | 484 | 408 | 498 | 448 | 499 | 418 | 423 | 427 | 413 | 434 | 1303 | 1303 |
| Totals Q1 2015 - 2016 | | | | | | | | | | | | | 436477 | 365340 |
| Totals Q1 2014 - 2015 | | | | | | | | | | | | | 512829 | 334255 |

Closures took place during April, May and June 2015

Closed during June 2015

Closed from 7th March 2015 for Refurbishment

People Counter failure in June & July

Closed from 14th November

Table 2 - Materials Issued in each Cardiff Library

| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Quarter 1 | Quarter 1 discounting closures |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|-------|-------|--------|--------|--------|---------------|--------------------------------|
| Butetown 2015/16 | 24 | 18 | 107 | 91 | | | | | | | | | 149 | 149 |
| Butetown 2014/15 | 55 | 63 | 44 | 132 | 271 | 51 | 74 | 0 | 59 | 62 | 70 | 100 | 162 | 162 |
| Central 2015/16 | 26771 | 21313 | 25923 | 31,746 | | | | | | | | | 74007 | 0 |
| Central 2014/15 | 50193 | 49013 | 40770 | 46,569 | 44940 | 41826 | 43230 | 24383 | 33374 | 36301 | 36031 | 38724 | 139976 | 0 |
| Canton 2015/16 | 9316 | 8423 | 9624 | 10,372 | | | | | | | | | 27363 | 27363 |
| Canton 2014/15 | 8458 | 8423 | 8477 | 9,396 | 10146 | 8981 | 9062 | 5034 | 8482 | 9140 | 8900 | 10225 | 25358 | 25358 |
| Cathays 2015/16 | 4130 | 3968 | 3963 | 4,204 | | | | | | | | | 12061 | 12061 |
| Cathays 2014/15 | 4100 | 4421 | 3665 | 4,101 | 4373 | 4626 | 4338 | 4016 | 3381 | 3965 | 4584 | 4013 | 12186 | 12186 |
| Ely 2015/16 | 3518 | 3,692 | 3505 | 5,203 | | | | | | | | | 10715 | 7,210 |
| Ely 2014/15 | 3741 | 3692 | 3470 | 5,479 | 5358 | 4626 | 4205 | 2242 | 3225 | 3294 | 3245 | 3,788 | 10903 | 10903 |
| Fairwater 2015/16 | 4882 | 4659 | 4,576 | 6,082 | | | | | | | | | 14117 | 7433 |
| Fairwater 2014/15 | 5,300 | 5,523 | 5,031 | 4,691 | 6716 | 5340 | 5572 | 2788 | 4075 | 4737 | 4612 | 4773 | 15854 | 15854 |
| Grangetown 2015/16 | 443 | 479 | 344 | 377 | | | | | | | | | 1266 | 0 |
| Grangetown 2014/15 | 3854 | 3722 | 3347 | 3,689 | 3855 | 3605 | 3662 | 2093 | 3,138 | 3127 | 3,693 | 1,348 | 10923 | 0 |
| Llandaff 2015/16 | 4167 | 4742 | 4686 | 5,130 | | | | | | | | | 13595 | 13595 |
| Llandaff 2014/15 | 4096 | 4140 | 3884 | 4,933 | 5018 | 4530 | 4967 | 2742 | 4209 | 4394 | 3680 | 4325 | 12120 | 12120 |
| Llanedeyrn 2015/16 | 2266 | 3499 | 2739 | 4,023 | | | | | | | | | 8504 | 8504 |
| Llanedeyrn 2014/15 | 3222 | 3148 | 3258 | 3,727 | 3670 | 2875 | 2709 | 1461 | 3008 | 2865 | 2477 | 3371 | 9628 | 9628 |
| Llanishen 2015/16 | 1540 | 1807 | 1667 | 1,849 | | | | | | | | | 5014 | 5014 |
| Llanishen 2014/15 | 1578 | 1645 | 1712 | 1,726 | 2138 | 1805 | 1889 | 1166 | 1573 | 1813 | 1465 | 1584 | 4935 | 4935 |
| Llanrumney 2015/16 | 2349 | 2491 | 2737 | 3365 | | | | | | | | | 7577 | 7577 |
| Llanrumney 2014/15 | 2803 | 3258 | 2751 | 3426 | 3341 | 2833 | 2614 | 1378 | 2242 | 2252 | 2110 | 2559 | 8812 | 8812 |
| Penylan 2015/16 | 10,554 | 10,849 | 10,728 | 12,795 | | | | | | | | | 32131 | 32131 |
| Penylan 2014/15 | 10,275 | 10,500 | 9,458 | 11,392 | 12,718 | 11,215 | 11,480 | 6,337 | 9,254 | 10,835 | 10,316 | 11,174 | 30233 | 30233 |
| Prison 2015/16 | 1071 | 1036 | 957 | 1,232 | | | | | | | | | 3064 | 3064 |
| Prison 2014/15 | 282 | 367 | 712 | 836 | 388 | 583 | 695 | 589 | 796 | 552 | 507 | 771 | 1361 | 1361 |
| Radyr 2015/16 | 4702 | 4989 | 5181 | 7,052 | | | | | | | | | 14872 | 14872 |
| Radyr 2014/15 | 4921 | 4716 | 4081 | 6,843 | 8,173 | 5713 | 5471 | 2981 | 4920 | 4859 | 5125 | 5109 | 13718 | 13718 |
| Rhiwbina 2015/16 | 10438 | 10734 | 10229 | 12,561 | | | | | | | | | 31401 | 31401 |
| Rhiwbina 2014/15 | 11274 | 11909 | 10730 | 12,729 | 13652 | 11285 | 11643 | 5687 | 9885 | 11037 | 11300 | 10652 | 33913 | 33913 |
| Rhydypennau 2015/16 | 9264 | 9532 | 8715 | 11,668 | | | | | | | | | 27513 | 27513 |
| Rhydypennau 2014/15 | 9677 | 9665 | 8678 | 11,425 | 12134 | 10604 | 10240 | 5484 | 8656 | 9,904 | 9290 | 10,296 | 28020 | 28020 |
| Roath 2015/16 | CLOSED | | | | | | | | | | | | 0 | 0 |
| Roath 2014/15 | 2677 | 2742 | 2539 | 2,995 | 3068 | 3375 | 2862 | 674 | 836 | 704 | 648 | 0 | 7958 | 0 |
| Rumney 2015/16 | 3038 | 2773 | 2881 | 3,435 | | | | | | | | | 8692 | 8692 |
| Rumney 2014/15 | 3447 | 2736 | 3652 | 3,594 | 3318 | 3381 | 3767 | 2325 | 3294 | 3506 | 2952 | 3413 | 9835 | 9835 |
| St. Mellons 2015/16 | 4948 | 4598 | 4634 | 5,838 | | | | | | | | | 14180 | 14180 |
| St. Mellons 2014/15 | 5457 | 5457 | 5127 | 6,118 | 6720 | 5188 | 5787 | 3090 | 4227 | 5093 | 5177 | 5087 | 16041 | 16041 |
| Splott 2015/16 | 3402 | 3448 | 3390 | 3,872 | | | | | | | | | 10240 | 10240 |
| Splott 2014/15 | 2889 | 3237 | 2522 | 3,251 | 3308 | 3409 | 3393 | 1948 | 2860 | 3426 | 3474 | 3646 | 8648 | 8648 |
| Tongwynlais 2015/16 | 62 | 85 | 21 | 45 | | | | | | | | | 168 | 168 |
| Tongwynlais 2014/15 | 125 | 183 | 127 | 145 | 158 | 123 | 166 | 130 | 76 | 84 | 51 | 67 | 435 | 435 |
| Whitchurch 2015/16 | 6067 | 6664 | 5978 | 7,704 | | | | | | | | | 18709 | 18709 |
| Whitchurch 2014/15 | 5788 | 5945 | 5678 | 7,480 | 8077 | 6438 | 6516 | 3566 | 5294 | 5967 | 5942 | 6574 | 17411 | 17411 |
| Outreach 2015/16 | 1350 | 1155 | 2519 | 1,308 | | | | | | | | | 5024 | 5024 |
| Outreach 2014/15 | 2203 | 3147 | 3029 | 3,068 | 3100 | 3168 | 3309 | 3112 | 4617 | 3450 | 3747 | 3527 | 8379 | 8379 |
| Totals Q1 2015 - 2016 | | | | | | | | | | | | | 340360 | 254898 |
| Totals Q1 2014 - 2015 | | | | | | | | | | | | | 426809 | 267952 |

Closures took place during April, May and June 2015

Closed during June 2015

Closed from 7th March 2015 for Refurbishment

Closed from 14th November

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LEISURE SERVICES ADM UPDATE

KEY DATES:

| Timeline | Options Appraisal | Procurement | Scrutiny and Cabinet |
|---|---|---|--|
| July 2013 | | | Scrutiny Work Programming Forum |
| Sept 2013 | | | T&F Scope Agreed |
| 6 th Nov 2013 | | | Informal Cabinet – General ADM Presentation |
| Nov 2013 | | | T&F Meeting – Overview of approach |
| Jan 2014 | MAX Associates appointed to undertake Options Appraisal | | |
| 22 nd Jan 2014 | | | Informal Cabinet - Presentation from MAX Associates |
| 28 th & 29 th Jan 2014 | | | All member briefings at City Hall and County Hall |
| March 2014 | | | T&F Visit to Bridgend Council and Halo Leisure |
| 3 rd April 2014 | | | T&F Meeting with Parkwood Leisure and Peter Gomer, (Leisure & Culture Advisor WLGA). |
| 28 th April 2014 | Report | | Informal Cabinet - Presentation from MAX Associates |
| 29 th April 2014 | | | T&F Meeting – summary of MAX Associates Report |
| 6 th May 2014 | | | T&F Meeting – discussion and answers to questions |
| 6 th May 2014 | | | Cabinet Agenda Briefing |
| 8 th May 2014 | | | Committee Meeting – Pre Decision of Cabinet Report |
| 15th May 2014 | MAX Associates appointed to provide additional support as a “critical friend” throughout remainder of process | | Procurement approval at Cabinet |
| 4th June 2015 | | Prior Information Notice (PIN) issued. | |
| 18 th June 2014 | | PIN Open Day with Memorandum of Information (MOI) made available. | |
| 25 th &26 th June 2014 | | PIN Follow-up meetings | |
| 24 th Oct 2014 | | Pre Qualification Questionnaire (PQQ) issued. | |
| 24 th Oct to 24 th Nov 2014 | | Three companies withdrew from the | |

| | | | |
|---|--|--|---|
| | | process citing capacity issues. | |
| 19 th Nov 2014 | | | T&F Meeting – update on procurement – timetables, principles, MOI and OJEU Notice |
| 27 th Jan 2015 | | PQQ decision to take 4 companies through to the next stage approved by way of Officer Decision Report with Cabinet Members Bradbury and Hinchey. | |
| 23 rd Feb 2015 | | Invitation to submit Outline Solution (ISOS) issued with the evaluation weighting towards quality not price/finances. (incl. updated MOI) | |
| 2 nd March 2015 | | ODR agreed with Cllrs Bradbury and Hinchey for the Competitive Dialogue (CD) papers to be issued to bidders. | |
| 10 th – 25 th March 2015 | | ISOS Dialogue | |
| 15 th April 2015 | | ISOS Submission | |
| 25 th May 2015 | | ODR on ISOS submission to take 4 companies through to the next stage with Cllrs Hinchey and Bradbury. | |
| 23 rd June 2015 | | Invitation to submit Detailed Solution (ISDS) issued including the Descriptive Document | T&F Inquiry – Descriptive Document shared with members |
| 30 th June-2 nd July 2015 | | ISDS Dialogue | |
| 12 th August 2015 | | ISDS Submission | |

LOT STRUCTURE:

Lot 1: Llanishen Leisure Centre, Pentwyn Leisure Centre, Eastern Leisure Centre, Western Leisure

Centre, Fairwater Leisure Centre, Maindy Centre and the STAR Centre/Splott Hub.

Lot 2: Penylan Community Centre and Library (combined with Lot 1 after ISOS)

Lot 3: Channel View Centre (review being given to combining with Lots 1&2 after ISDS)

Lot 4: Cardiff International Sports Stadium (WITHDRAWN)

FUTURE TIME LINE:

Project Plan

| Task Name | Duration | Start | Finish | Predecessors |
|---|-----------------|---------------------|---------------------|--------------|
| ISFT (invitation to submit final tender) | 38 days | Fri 18/09/15 | Tue 10/11/15 | |
| Issue ISFT | 1 day | Fri 18/09/15 | Fri 18/09/15 | 30FS+3 days |
| Dialogue on final solution (1 day) | 4 days | Mon 05/10/15 | Thu 08/10/15 | 32FS+10 days |
| Site Visits (2 Days) | 4 days | Mon 05/10/15 | Thu 08/10/15 | 33SS |
| final dialogue session (legal/detailed) | 1 day | Tue 20/10/15 | Tue 20/10/15 | 34FS+7 days |
| ISFT response period post dialogue | 13 days | Fri 09/10/15 | Tue 27/10/15 | 33 |
| Submission deadline | 1 day | Tue 27/10/15 | Tue 27/10/15 | 36FF |
| Evaluate ISFT responses | 10 days | Wed 28/10/15 | Tue 10/11/15 | 36 |
| CABINET APPROVAL | 102 days | Wed 11/11/15 | Thu 31/03/16 | 38 |
| Report to Scrutiny | 1 day | Wed 11/11/15 | Wed 11/11/15 | 36FS+5 days |
| Report to Cabinet | 0 days | Thu 12/11/15 | Thu 12/11/15 | |
| Notify successful and unsuccessful bidder | 5 days | Thu 12/11/15 | Wed 18/11/15 | 41 |
| Standstill Period | 10 days | Thu 19/11/15 | Wed 02/12/15 | 42 |
| Implementation | 86 days | Thu 03/12/15 | Thu 31/03/16 | 43 |

ISSUES TO NOTE

- The withdrawal of any other bidders would reduce competition, so we need to try and keep 2 within the process.
- The “Enhanced In House” model is being used as the “default position”/comparator with it undergoing the same level of financial rigour that the two submitted bids are receiving.
- With no flexibility left in the timeline there is real danger of slippage should any “key issues” develop which could impact on savings projections.

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**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

ECONOMY & CULTURE SCRUTINY COMMITTEE

10 SEPTEMBER 2015

CARDIFF BUSINESS IMPROVEMENT DISTRICT

Purpose of report

1. This report is intended to assist Members in monitoring the progress in developing a Business Improvement District in Cardiff.

Background

2. The Council's vision for Cardiff is 'to be Europe's most liveable Capital City'. Two of the priorities underpinning this vision are 'Sustainable economic development as the engine for growth and jobs' and 'Working with people and partners to design and deliver services'. Members may wish to consider the plans for a Cardiff Business Improvement district in light of these priorities.
3. Business Improvement Districts (BID) are business led partnerships, created through a ballot process to deliver additional services for local businesses with a dedicated budget. The BID is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in the local area.
4. Businesses that lie within the proposed area for a BID, and who would be subject to the levy, vote in a ballot. A successful vote is one that has a simple majority both in votes cast and in rateable value of votes cast. Once the BID is in operation the levy is charged on all businesses within the BID area (regardless of whether or how that business voted in the ballot).

5. Usually BID's charge a levy rate of between 1% and 4% of rateable value. However, this is dependent on local circumstances and an increasing number of BID's charge using a banded system. The additional funding raised is ring-fenced for up to five years in the specified area to support activities identified by participating businesses.
6. To date just two BID's have been established in Wales, in comparison to approximately 150 BID's in operation in England. Swansea formed one of the first BID's in the UK in 2006 and a second was established in Merthyr Tydfil in October 2012.
7. A recent report by the Greater London Authority (GLA) found that BID's in the capital city, of which there are 36, raise £20m annually through their levy and attract a further £5m in additional income.

Issues

8. The Economic Development Directorate Delivery Plan¹ was considered by the Committee at its meeting on 4 June 2015. This Plan states the following within the 'Planning for the Future' section of Directorate/Service Priorities:

Progress proposals for a city centre Business Improvement District.

9. The actions outlined in the Economic Development Directorate Delivery Plan to achieve this project are as follows:

Q1 Feasibility and proposal BID development

Q2 Engage with local business community

Q3 Finalise and communicate BID

Q4 BID Ballot implementation.

¹ Economic Development Directorate Delivery Plan – Appendix C of Item 4 – Economy and Culture Scrutiny Committee – 4 June 2015 – <http://cardiff.moderngov.co.uk/mgAi.aspx?ID=2047#mgDocuments>

10. The Mosaic Partnership have been appointed by Cardiff Council to help with the process of establishing a Business Improvement District in Cardiff. The Mosaic Partnership is an international consulting team specialising in place management, place marketing and place making. They have advised over 100 individual locations around the world, and successfully assisted in the creation of more than 50 successful Business Improvement Districts.
11. Representatives of the Mosaic Partnership will be present at the Committee meeting and will provide Members with information on the work undertaken with businesses in Cardiff and outline to proposed area for a Cardiff BID.

Previous Scrutiny – Task and Finish Inquiries

12. In January 2014 the Economy and Culture Scrutiny Committee completed its Task and Finish Inquiry into *Small Business*. As part of this inquiry Members met with local business owners as discussed a range of topics, including the idea of introducing a BID in Cardiff. The following is an extract from the report submitted to Cabinet:

One city centre arcade business owner who was a resident of Canton, and who also had experience of Business Improvement Districts (BIDs) from other parts of Wales and England, suggested that BIDs could deliver benefits for small businesses. Other visitors to the Listening Morning echoed this view, feeling that while the city centre was an obvious location for a BID, other neighbourhoods of Cardiff might also benefit from this partnership approach.

13. The following recommendation was made to the Cabinet as part of this report:

R15. Consider developing more than one Business Improvement District in Cardiff, to spread the benefits evenly across Cardiff's business sectors and neighbourhoods.

14. The Cabinet response to this Inquiry report was formally received by the Economy and Culture Scrutiny Committee at their 8 January 2015 meeting. This response stated that the above recommendation was partially accepted. The following narrative was included:

With regard to the introduction of Business Improvement District proposals in Cardiff, our recent bid for Welsh Government funding was unfortunately unsuccessful. This funding would have enabled the Council to commission consultants to begin the process, and lead us to the point of a ballot following an extensive consultation process. The Council is, however, currently in the process of seeking 'invest to save' funding to help support the development of a Business Improvement District.

The intention is to focus initial activities on the city-centre as this is where the scheme will potentially have the biggest impact and generate a significant budget. If this is successful, the intention would be to look at other key retail centres in neighbourhoods, using the city centre success as a showcase to galvanise support. However, experience from other cities suggests that detailed modelling would be required to support BIDs in neighbourhoods to ensure that revenue raised will produce a significant surplus once administration costs are taken into account. A potential means of mitigating administrative costs in neighbourhoods would be to manage all future BIDs through a single administrative structure which would include the city centre.

15. The Economy and Culture Scrutiny Committee undertook a further Task and Finish Inquiry – *Cardiff Central Market and Historic Arcades* – which reported its findings in October 2014. A survey of shop owners within the market and historic arcades was undertaken as part of this inquiry, which included questions regarding their awareness and support for a Cardiff BID. The following is an extract from the report submitted to Cabinet:

- *The overwhelming majority of traders indicated they did not know about these proposals, with 83% of market trader respondents and 93% of arcade shop owner respondents stating they did not know about these plans. It can*

be seen that some traders would be willing to support a BID, but many stated that they need more information in order to make a decision.

- *Members also took the opportunity to discuss the development of a city centre BID with the facility managers off the respective arcades. The representative of the Morgan Quarter arcades indicated that he can see how a BID would work in Cardiff but felt it would be hard to get shop owners on board with it, particularly where it involves paying an additional fee on top of service charges, business rates and rent.*
- *The benefits to a BID would have to be sold and clearly defined to business owners before they are likely to agree. This was a view also given by the owner of Rules of Play, who stated that they could work in Cardiff, as they do in Swansea, but it would be a difficult concept to sell to traders, and it would need to be clear whether it was the individual trader or the landlord who would get decision making powers.*

Previous Scrutiny – Items to Committee

16. In January 2014, the Economy and Culture Scrutiny Committee considered an item on future arrangements for City Centre Management in Cardiff. This item included significant focus on the creation of a city centre Business Improvement District (BID). In their letter to the Cabinet Member – Finance and Economic Development, the following information was noted:

- *Members were convinced of the potential benefits of a BID, and aware of views recently expressed to them by local small business entrepreneurs that they would like to have some control over how their investment in the city centre was spent.*
- *Officers managed to assuage the concerns of Members that small enterprises could find themselves led by medium and large sized firms like St David's and John Lewis to develop a BID that was more designed for the needs of large*

businesses than for smaller business owners. Members were informed that evidence from England shows that the numerical majority of small businesses in city centre environments requires local authorities to carefully canvas and represent their interests, or the 50% quorum on voting for a BID might not be achieved.

17. In considering Quarter 2 Performance of the Economic Development Directorate in December 2014, the minutes of the meeting note that Members were informed that the bid to the Welsh Government for Business Improvement District funding had been unsuccessful. An “invest to save” bid for Council funding was being prepared to enable the BID process to continue.

18. The minutes of the Committee’s March 2015 meeting note that Members were informed that funding had been secured internally to progress a BID. The Council would procure advisors to scope and take a proposed BID to ballot in the New Year. The letter written to the Leader following this meeting states:

The Committee welcomes the news that the proposed Business Improvement District (BID) is being progressed via internal sources of funding and that a partner has been appointed to help assist the Council in carrying out the necessary work to progress a BID for Cardiff. [...] We hope the BID will gain the support of the business community in Cardiff and look forward to receiving future updates on this matter.

19. The response from the Leader, received on 28 April 2015, informed Members that work had begun with the appointed consultants in establishing a BID in Cardiff and that the process was likely to take around 12 months until completion.

20. Members of the Committee again touched on the Business Improvement District in their scrutiny of Quarter 4 performance in May 2015. Members wrote to the Leader to note:

While we have slight frustration that there has not been more progress this year, we are pleased that consultants have been appointed with a view to undertaking

a ballot by the end of 2015. We will continue to monitor progress in this area in future meetings and look forward to receiving a more substantial item on plans for the way forward should the ballot find in favour of establishing a Business Improvement District in Cardiff.

21. The response from the Leader, received on 30 July 2015, stated:

With regard to the development of a business improvement district, work is already underway, and a task group has been formed of local businesses to progress the proposal. If it is deemed suitable the appointed consultants would be able to present to scrutiny at a future date to outline the processes and next steps. It is important that we appreciate that this is very much a business led initiative, but clearly there is a role for the local authority in supporting a business improvement district.

Way Forward

22. Councillor Peter Bradbury (Cabinet Member – Community Development, Co-operatives & Social Enterprise) has been invited to the meeting and may wish to give a statement. Neil Hanratty (Director – Economic Development) will be joined by representatives of the Mosaic Partnership in presenting the progress and proposals for a Business Improvement District in Cardiff.

Legal Implications

23. 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

24. 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

25. The Committee is recommended to give consideration to the information in this report and received at this meeting, and to submit any recommendations, observations or comments to the Cabinet Member.

Marie Rosenthal
Director of Governance and Legal Services
4 September 2015

CITY & COUNTY OF CARDIFF

DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE

10 SEPTEMBER 2015

SPORT AND LEISURE STRATEGIC FRAMEWORK – PHASE 1

Purpose of report

1. This report enables Members to consider and comment on the first strand of a strategic framework for Sport and Leisure. The focus of the first strand is on sports halls, artificial pitches and swimming pools.

Background

2. Cardiff Council does not currently have an approved Strategic Framework for sport and leisure facilities across the city. Such a framework would assist in determining current and future requirements and inform future planning through the projects such as the Local Development Plan and 21st Century Schools building programme.
3. The commitment to develop a Strategic Framework for sport and leisure facilities is made in the City Operations Directorate Delivery Plan 2015-17¹. The plan, considered by the Economy and Culture Scrutiny Committee on 4 June 2015 states the following directorate/service commitment;

CO11.L – Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure Infrastructure and services at less cost through new operating models, by June 2016

4. In order to achieve this commitment, the following action is given - *Complete the Strategic Framework for Sport and Leisure Facilities (CO11.3L).*

¹ City Operations Directorate Delivery Plan – Appendix B of Item 4 – Economy and Culture Scrutiny Committee – 4 June 2015
<http://cardiff.moderngov.co.uk/mgAi.aspx?ID=2047#mgDocuments>

This is an action carried forward from the 2014/15 Sport, Leisure and Culture Directorate Delivery Plan.

5. The Q1 deliverable listed for this commitment is to;
Investigate all potential delivery models for the long term sustainability of leisure provision across the city in the three agreed strands of sports halls, swimming pools & artificial grass pitches.
6. The 2014/15 Sport Leisure and Culture Directorate Delivery Plan set out the need to produce a number of Strategic Frameworks for the directorate. Members considered the Parks and Green Spaces Strategic Framework at the Committee meeting held on 6 November 2014. These Strategic Frameworks were designed to help the service respond to the significant challenges faced by the Council and are intended to help determine priorities for the short, medium and long term of service provision.

Issues

7. Members of the Committee will be aware that the Council is currently undertaking a procurement exercise to secure a management partner or new operating model for leisure facilities in Cardiff. The need to develop a strategic framework for sport and leisure facilities is not invalidated by the potential outcome of this procurement exercise. Should the Council's current leisure facility stock be managed through a third party operator in the future, the Council will still maintain a 'client function' specifying and managing contracts and will required a strategic approach to Council owned and non-council owned facilities.

Way Forward

8. Councillor Peter Bradbury (Cabinet Member – Community Development, Co-operatives & Social Enterprise) will be joined by Andrew Gregory (Director – City Operations) and Steve Morris (Parks and Sport Development Manager) to present the Strategic Framework for Sport and Leisure Facilities.

9. Members will be provided with an overview of the methodology undertaken in developing the Strategic Framework, the intended outcomes of the work and an overview of initial findings that will feed into the final framework.

Legal Implications

10. 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

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

Recommendation

12. The Committee is recommended to give consideration to the information presented at this meeting, and to submit any recommendations, observations or comments to the Cabinet Member.

Marie Rosenthal

Director of Governance and Legal Services

4 September 2015

**UPDATE ON STRATEGIC FRAMEWORK FOR SPORT AND
LEISURE FACILITIES IN CARDIFF – PHASE 1**

REPORT OF DIRECTOR (CITY OPERATIONS)

PORTFOLIO: Community Development, Co-operatives and Social Enterprise

Reason/s for this Update

1. To inform Members on the progress being made on developing a Strategic Framework for Sport and Leisure Facilities in Cardiff against a backdrop of the likely future demand for leisure and community facilities that will have to be considered in light of the Local Development Plan and the predictions of a significantly increasing future population.
2. To agree the timescales for the work to be completed and further reporting to Members.

Background

3. The Council does not currently have an agreed Strategic Framework in place to determine current and future sport and leisure facility requirements that could guide and inform future planning including the 21st Century Schools building programme, any Section 106 allocation and inform the future investment in facilities based on need, demand and linked to the Local Development Plan.
4. The Council's current leisure facility stock, is in reasonable condition as a result of some substantial investment in recent years at Cardiff International Sports Stadium, Maindy, Western and Fairwater Leisure Centres and the planned refurbishment of Eastern Leisure Centre, still has a number of Centres that are 25 years old or more.
5. In light of the Council's financial position, it is difficult to envisage any future leisure facility developments led by the Council beyond the planned refurbishment of Eastern Leisure Centre and the development of the STAR Hub, which could take place on sites other than schools or as part of wider commercial developments.
6. Planning for the growth areas of the city has to consider how dual use of education sites could provide the best way for costs and management to be minimised, whilst usage maximised.

7. If the management of the current leisure facility stock is through a third party operator in the future, the Council would have to maintain a 'client function', specifying and managing the contracts with operators. However, a development function would also be required in order to input into design briefs, planning policy, the strategic development of dual use facilities across the growth areas, and providing the coordinating function. This would be essential to enable facilities to be developed by non-Council organisations, and to broker arrangements whereby community access could be organised at commercial or private sector facilities such as hotels and health clubs.
8. The approach being taken by Council officers has been to split the work into three distinct parts:
 - Phase One: Leisure and Sports Centres - to consider the supply and demand for swimming pools, sports halls and artificial pitches;
 - Phase Two: Outdoor Sports Pitches - determine the needs for the recreational and parks provision of playing field, and;
 - Phase Three: Specialist and Single Sport Facilities (Local, Regional, National and International) - determine the specialist, single sport facility requirements such as for Tennis, Athletics and Cycling.
9. The first stage of Phase One was to undertake an audit of current provision, looking at the capacity of the current facilities to meet demand now and into the future; trends in provision, and whether there were shortfalls or over-supply.
10. Following this initial audit of the facility types, discussions were held with Sport Wales, resulting in the Sport England Facility Planning Model (FPM) being used as an assessment based on an analysis of the data on the supply, demand and access to facilities in 2014.
11. The Facility Planning Model (FPM) is a spatial planning model, which helps to assess the strategic provision of Community sports facilities by determining the location of facilities and the availability of space (supply) and developing an understanding of how they are used and by whom (to create as assessment of demand). Population data was based on local authority projections produced by the Welsh Government in 2013.
12. The purpose of the FPM work was to develop an evidence base on the supply and demand for facilities in Cardiff on which to base future provision across the city. In particular it provides an assessment of:
 - the extent to which the existing supply of facilities is meeting the current levels of demand from the Cardiff population in 2014;
 - how demand is distributed across the city and at individual sites;
 - the extent to which facilities are estimated to be full both at the city wide level and at individual sites; and
 - the travel patterns to facilities by car, public transport and by walking and how this can influence the demand at individual sites.

Initial Audit Findings

SPORTS HALLS

13. The supply and demand was calculated and measured taking into account factors such as number of visits, sites, available space in peak periods, attractiveness, as well as the number of courts available. The following is a short summary of the key points:
14. Overall there were 34 Sites in Cardiff with sports halls (incorporating 133 badminton courts) in 2014:
- 1 x 8 Court Hall at Sport Wales National Centre (primarily Elite provision)
 - 5 x 6 Court Halls (of which Talybont Sports Village has two halls)
 - 12 x 4 Court Halls
 - 15 x 3 Court Halls
 - 1 x commercial 3 Court Hall at David Lloyd Centre
15. Approximately 50% of Sports Hall Provision in the city is on Educational Sites (schools or colleges, not higher education) which are generally poorly utilised with only an average of 36% of the capacity available for public use in a weekly period being used, which is well below the recommended comfort level of 80%.
16. In contrast the Council's leisure facilities are operating above the 80% comfort level with some operating at 100%:
- Canton Community Hall, Channel View Centre, Star Centre, Llanishen, Pentwyn and Eastern Leisure Centre are attaining an average of 91% usage, with;
 - Canton, Channel View, Pentwyn and Star Centres actually achieving 100%.
17. The citywide average usage therefore is depreciated by the Educational establishments and brings the average down to 63%, meaning there is 17% of unused capacity. Clearly without a concerted effort to "open school facilities up" there would appear to be little opportunity to reduce the Council's leisure footprint without causing an obvious gap in provision.

SWIMMING POOLS

18. The FPM assessment of 2014 shows that there were 16 swimming pools on 14 swimming pool sites (not including smaller pools in hotels) and it is estimated that the 10 public pool sites (public leisure centres and school sites which provide for community use) as a city wide average are 61% full over the weekly peak period (with a comfort level of 70% of total capacity). The 4 commercial pool sites are estimated to be 43% full over the weekly peak period.
19. At a city wide average of 61% (public pool sites) used capacity at peak times there is very reasonable headroom of 9% of capacity before the pools full comfort level is reached. This does leave capacity to absorb any increases in swimming participation which the Council are promoting as part of active and healthy lifestyle objectives.

20. Furthermore, the used capacity percentage at individual swimming pool sites does vary from the city wide average due to several factors, e.g. differing amounts of demand in the catchment area of each pool; the age and condition of the pool.
21. Two pools are estimated to have a much higher used capacity than the 61% city average for the public swimming pools. These are: Fitzalan High School (a 20m x 4 lane pool opened in 2006) with an estimated used capacity of 86%. Also the Maindy Centre (a 6 lane x 25 metre pool opened in 1993) with an estimated used capacity of 98%.
22. A longer term issue is the age of the Cardiff pools and the need for replacement or modernisation. 11 of the 16 pools pre date 2000 with only four of these pools having had major modernisation (defined as either replacement of major plant or building changes based on condition surveys).

ARTIFICIAL GRASS PITCHES (AGP)

23. There are currently 13 AGPs in Cardiff (8 x schools, 1 x Leisure, 3 x Higher Education). It should be noted that the majority of these are sand filled AGP's only suitable for Hockey.
24. The current AGPs are fully utilised at 100%, well above the recommended comfort level of 80%. Converting demand to pitches gives a supply deficit of 5 x AGPs, approximately 4 x 3G Football and 1 x Synthetic Hockey.
25. Future demand for football will be on 3G AGP which will improve playing standards and eliminate cancellations for inclement weather. Net saving on grass pitch maintenance can also be achieved. Collaboration with the Football Association of Wales, Welsh Rugby Union and Hockey Wales will need to take place to identify future demand led sites for AGPs.
26. The introduction of 3rd Generation playing surfaces has a number of benefits which include; improved playing standards, increased participation rates and frequency of participation. Of note is the potential to reduce maintenance costs incurred through grass pitch management, extended playing hours and increased income.
27. Further potential can be explored by linking to Schools re organisation plans and establishing key community clubs at each 3G site to engage local communities.

HOW PHASE ONE HAS BEEN USED

28. The information gleaned from the FPM data above has informed work on the development of Eastern High School and has also informed our application for a Welsh Government Sport Facility Capital Loan Scheme for the development of ATPs across the city.

Requirements for Strategic Framework Completion

29. In order to complete the Facilities Strategic Framework the following remains to be completed:

- The FPM needs to be run on the predicted population increase stated within the Local Development Plan
- Phase Two (Outdoor Sports Pitches). Work has started on this element in terms of an initial audit of facilities. The FPM tool cannot be run on outdoor pitches, so a methodology (including resource requirements) for completing this element is currently being compiled.
- Work has not yet started on Phase Three (Specialist and Single Sport Facilities) and again the FPM cannot be used for this element.
- On completion of all the data collected for each Phase the partnership group will decide on priority actions going forward and will finalise the Strategic Framework document.

30. It is estimated that this work will be completed by March 31st 2016.

FUTURE TIMELINE

Members are asked to note that officers continue to develop a Strategic Framework for Sport and Leisure Facilities and present the final findings and recommendations in February 2016 which means that the following work will take place:

- Process work on developing data based on LDP and population growth
- Continue with Phase Two and Three
- Develop the final documentation of the Strategic Framework for Sport and Leisure Facilities to be used go forward to influence decision making.
- Scope out how this will influence Community Focused Schools and the commitment on 21st Century Schools

ANDREW GREGORY
Director of City Operations

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**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

ECONOMY & CULTURE SCRUTINY COMMITTEE

10 SEPTEMBER 2015

COMMITTEE'S WORK PROGRAMME 2015 -16

Purpose of the Report

1. To provide Members of the Committee with a Work Programme for consideration and approval, as was discussed and prioritised at the 9 July 2015 Committee Meeting. The resulting calendar of items can be found at **Appendix A**.

Background

2. Scrutiny Procedure Rule 7 in the City of Cardiff Council's Constitution states that each Scrutiny Committee will set its own work programme. This is undertaken at the beginning of a municipal year, and updated as the work progressed. A Committee work programme is carefully constructed, so that the time available to the Committee is used most effectively, and to explore topics within Committee's terms of reference, which include:

- Cardiff Business Council
- Inward Investment & the Marketing of Cardiff
- SE Wales Economic Forum
- 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. 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:
 - Holding the Cabinet and officers as decision-makers to account.
 - Being a 'critical friend', through questioning how decisions have been made to provide a 'check and balance' to decision makers, adding legitimacy to the decision making process.
 - Undertaking reviews of Council services and policy.
 - Undertaking reviews to develop Council services and policies.

4. At their meeting on 9 July, Members of the Committee received presentations from each of the three Council Directorates that fall under the terms of reference of this Committee (Economic Development; City Operations; and Communities, Housing and Customer Services) allowing them to consider items and areas of focus for their 2015-16 Work Programme. At the close of this meeting Members discussed and prioritised the items they wished to consider as Committee items and as topics for in-depth inquiry.

5. In prioritising the work programme, Members considered a range of potential items, as outlined in **Appendix B**. Items chosen for the 2015-16 work programme are shown, colour coded to show the Directorate they fall within. Items that require further work to determine their inclusion, or items held in reserve have been given an 'amber' status.

6. The items included within this list were identified from a number of relevant sources, including;
 - 2014/15 Committee agendas
 - Requests from previous Committee meetings' letters
 - Directorate Delivery Plans
 - Cabinet Forward Plan
 - Suggestions from Committee Members
 - Suggestions from Directors

- Suggestions from Stakeholders (eg Federation of Small Businesses, Cardiff Civic Society)
 - Items carried forward from last year's work programme.
7. In setting their work programme, Members have been 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. Members agreed in principle with this approach and agreed to aim to achieve this, with the option to adjourn a committee meeting if more time is required than originally anticipated.
8. The Committee agree to adapt the way in which Performance and Budget monitoring reports are to be scrutinised, in order to allow the Committee to focus on key areas and maximising the impact of the scrutiny. It was agreed that the Chair of the Committee would review the performance reports for the relevant Directorates with the Committee Principal Scrutiny Officer, identifying areas for focus at Committee and inviting the appropriate Cabinet Members and Directors to the relevant Committee meeting. For the areas not chosen to come to the full Committee meeting, Members would request a written overview to be provided for Committee papers. This approach will be subject to review following the scrutiny of Quarter 1 Performance and Budget Monitoring.
9. The resultant collection of items were then programmed into the work programme calendar (attached at **Appendix A**) to form work programme for the full year. The schedule of items detailed below includes the task identified under the four work areas of the Committee, namely:
- **Pre-decision Scrutiny** - Where the Committee evaluates and comments on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to receive and consider Scrutiny Member's views prior to making their decision.
 - **Policy Development / Review** - Where the Committee contributes to the Council's policy development processes by considering green papers or draft

policy documents, and reviews the progress made in implementing agreed Council policies.

- **Corporate and Performance Items** - These reports enable the Committee to receive inspection reports, regularly review service area performance information, identify areas for further investigation and appraise the effectiveness of improvement actions and their implementation.
- **Committee Improvement Inquiries** - Where the Committee undertakes an examination of a topic over a period of time, resulting in a formal report to the Cabinet. These can be short inquiries, such as deep dives, or longer inquiries, as required.
- **Committee Business Items** – enabling Members to consider items of Committee business, such as correspondence reports, the Annual Report and work programming.

Issues

10. The work programme for each Scrutiny Committee identifies various types of scrutiny investigations. Members of the Committee have consistently committed to regularly monitor and review corporate strategies, budget proposals and their delivery, performance and improvement reports, governance reports and reshaping services proposals. The Members agreed to continue this approach as detailed below:

Pre Decision Scrutiny

- Cardiff Multipurpose Arena
- Integrated Transport Hub
- Digital Advertising Strategy
- Cardiff Asset Transfer Strategy

Policy Development/Review

- Cardiff Business Council
- Sport and Leisure Strategic Framework – Phase 1
- Flatholm Island Partnership
- Arts Venues Management Procurement

- Leisure Management Procurement
- Business Improvement District
- Welsh Public Library Standards 5th Framework
- Parks Friends Groups
- City Deal
- Volunteering / Time Banking
- Cardiff Central Market
- Cardiff International Sport Stadium
- Tourism Strategy Action Plan
- Library Strategy Implementation
- Adult Community Learning (Cost Recovery Model)
- Into Work Services

Corporate, Performance and Budget Monitoring

- Quarterly Performance and Budget Monitoring
- 2016/17 Budget and Corporate Plan
- Directorate Delivery Plans

Committee Improvement Inquiries

- Cardiff Maritime Heritage
- Council spend with Local Businesses
- Cardiff's Non-Domestic Rates allocation (tbc)

Committee Business Items

- Correspondence
- Annual Report
- Third Sector Questions (Trial)

11. It is important to note that the work programme of a Scrutiny Committee is a live document and will be subject to changes as the year progresses, as the Committee responds the needs and priorities of the organisation.

Way Forward

12. The Committee Principal Scrutiny Officer Nathan Swain will introduce this report to Members at the meeting. It is suggested that the Committee considers and agrees the topics proposed, and agrees the draft timetable of issues for the Committee, as set out in set out in **paragraph 10** above and summarised in **Appendix A**.

Legal Implications

13. 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

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 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.

RECOMMENDATION

The Committee is recommended:

- To consider the information set out in **paragraph 10** of the report and agree the proposed Work Plan Timetable for 2015/16 as set out in **Appendix A**.
- To agree to undertake the Task & Finish Group Inquiries as set out in **paragraph 10**.
- To review the chosen approach to scrutiny of performance reports and budget monitoring following the scrutiny of figures for Quarter 1 (as set out in **paragraph 8**).

MARIE ROSENTHAL

Director of Governance and Legal Services

3 September 2015

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Economy and Culture Scrutiny Committee DRAFT work programme 2015/16

Item Prioritisation

| Key | Ref | Suggested / potential item | Source | Comments | Chosen | When | Notes |
|------------|------|---|---|--|--------|---------------------|---|
| Econ Dev | ED1 | Major Events Strategy | 2014/15 work programme but not considered | | No | | |
| City Ops | ED2 | Options for City & region Events Management | Cllr Bale – Member suggestion | | No | | |
| Comm | ED3 | Developing the Cardiff Brand | 2014/15 work programme but not considered due to delays | Item formerly on Cabinet Forward plan, but has been removed indefinitely | No | | |
| Not chosen | ED4 | Cardiff Multipurpose Arena | 2014/15 work programme but not considered due to delays | Cabinet forward plan shows item going in September | Yes | October | CHECK when this is going to Cabinet |
| | ED5 | Cardiff Business Council (review) | Identified in 2014/15 work | | Yes | September | Review ends in July - schedule update |
| | ED6 | Business Improvement District | Identified in 2014/15 work Cllr Bale – Member suggestion | | Yes | December | CHECK previous minutes to see when progress committed |
| | ED7 | Civic Centre Master plan (Cardiff University) | Identified in 2014/15 work | | No | | |
| | ED8 | City Deal | Identified in 2014/15 work Corporate Plan | | Yes | January | CHECK previous minutes to see when progress committed |
| | ED9 | Cardiff Market | | Cabinet forward plan shows item going in September | Yes | March / April | Report postponed from September Cabinet. Get update and link with recommendation monitoring |
| | ED10 | How could the council encourage the growth of a new industry in the region? | Cllr Ralph Cook – Member suggestion | E.g. attracting the establishment of an environmental housing materials, supplies and manufacturing industry | No | | |
| | ED11 | Heritage Buildings Strategy | Cllr Bale – Member suggestion Corporate Plan | | Yes | Through T&F Inquiry | |

| | | | | | | |
|------|--|---|--|-----|-----------------------|--|
| ED12 | Tourism Action Plan – annual review | Cllr Bale – Member suggestion Corporate Plan | | Yes | April | Annual review Include update on Tourism Advice Centre |
| ED13 | Cardiff Central Transport Interchange | 2014/15 T&F topic Stakeholder suggestion | | Yes | October (pre Cabinet) | May also need to be considered through T&F inquiry |
| ED14 | Management of Arts Venues – procurement exercise | 2014/15 T&F topic Corporate Plan | | Yes | November? | confirm with officers |
| ED15 | Tourist advice arrangements | Directorate Delivery Plan | | Yes | see ED12 | |
| ED16 | International Sports Village – masterplan and ice rink | Directorate Delivery Plan | | | | hold in reserve |
| ED17 | Digital Advertising Strategy | Directorate Delivery Plan | | Yes | November? | confirm with officers |
| CO1 | Cardiff Bay Development Strategy | 2014/15 work programme but not considered Corporate Plan | | Yes | tbc | |
| CO2 | Flat Holm Island partnership | Identified in 2014/15 work Cllr Bale – Member suggestion | | Yes | September / October | Officers suggested late summer 2015 |
| CO3 | Cardiff Heritage Trust | Identified in 2014/15 work | | No | | CHECK Links with Flatholm, and changes to Old Library - is this still going ahead |
| CO4 | Cardiff Asset Transfer Strategy | Identified at June Committee meeting | | Yes | January? | CHECK when this will be available |
| CO5 | Strategic Framework for Sport and Leisure Facilities | Identified at June Committee meeting | | Yes | September | First phase ready for this date |
| CO6 | Parks ‘Friends Groups’ and their role | Cllr Derbyshire – Member suggestion | | Yes | December | Understand demand, benefits, current activity |
| CO7 | Community Food Growing – approaches in other local authorities | Cllr Holden – Member suggestion | | TBC | | CHECK with Chair / Raise with PK |
| CO8 | Management of Leisure Facilities – procurement exercise | 2014/15 T&F topic Corporate Plan | | Yes | November | Pre decision - going to Nov Cabinet |

| | | | | | | |
|------|---|-------------------------------------|-----------------------------|-----|-------------|--|
| CHC1 | Welsh Public Library Standards 5th Framework | | Recurring item to Committee | Yes | December | |
| CHC2 | Adult Community Learning – review of concessionary rates | Identified at May Committee meeting | | Yes | May | |
| CHC3 | Library Strategy Implementation | Directorate Delivery Plan | | Yes | Jan / April | Consider it prior to budget, or post budget as an annual review |
| CHC4 | Into Work Services | Not considered in 2014/15 | | Yes | May | |
| CO9 | Cardiff International Sports Stadium | | | Yes | March | Evaluate success. Officer suggestion |
| SS01 | Procurement - Spend with Local Businesses (Simplified Open Procedure) | FSB Suggestion | | Yes | T&F | Need to scope having contacted FSB (Rachel Bowen) |
| SS02 | Better regulation | FSB Suggestion | | No | | No considered something this Committee can influence. Referred to ENV and CASSC |
| SS03 | Economic Strategy | Cardiff Civic Society Suggestion | | No | | |
| SS04 | Transport Strategy | Cardiff Civic Society Suggestion | | No | | referred to Environmental Committee |
| SS05 | Bus Station | Cardiff Civic Society Suggestion | | Yes | | see ED13 |
| SS06 | Digital Strategy | Cardiff Civic Society Suggestion | | TBC | | Committee considered this 2 years ago - is a strategy in place to capture it all? CHECK |
| SS07 | Cardiff Competitive Advantage | Cardiff Civic Society Suggestion | | Yes | | see ED12 (links with tourism / business tourism) |
| SS08 | Entrepreneurial Growth | Cardiff Civic Society Suggestion | | No | | |
| SS09 | Connectivity (communication and transport) | Cardiff Civic Society Suggestion | | No | | |
| SS10 | New Theatre | Cardiff Civic Society Suggestion | | tbc | | review following Arts Management Decision |

| | | | | | | |
|------|---------------------------------------|----------------------------------|--|-----|--|---|
| SS11 | St Davids Hall | Cardiff Civic Society Suggestion | | tbc | | review following Arts Management Decision |
| SS12 | Central Library | Cardiff Civic Society Suggestion | | Yes | | see CHC3 |
| SS13 | Tourist Information Centre | Cardiff Civic Society Suggestion | | Yes | | see ED12 |
| SS14 | Cardiff Central Transport Interchange | Stuart Cole Suggestions | | Yes | | see ED13 |
| SS15 | Metro Proposals | Stuart Cole Suggestions | | No | | referred to Environmental Committee |
| SS16 | Rail Franchise Impact | Stuart Cole Suggestions | | No | | referred to Environmental Committee |
| SS17 | Impact of M4 at Newport | Stuart Cole Suggestions | | No | | referred to Environmental Committee |
| SS18 | Alternative Delivery | | Council strategy for Alternative Delivery? | No | | An issue for PRAP? |
| SS19 | Commissioning and procurement | | Impact assessments and involving the third sector in discussions | tbc | | Consider this when reviewing Leisure and Arts Management procurements |
| SS20 | Equality Impact Assessments | | How effective are Equality Impact Assessments? Should 3rd sector help coproduce? | tbc | | Ensure EIAs are reviewed and tested through agreed items. Maybe challenge process if deemed necessary |
| SS21 | CPB and strategic boards | | Are these being evaluated as part of Committee work? | No | | Work streams are reviewed in setting work programme and monitored through the year |
| SS22 | Night Time Economy | | | tbc | | On CASSC workprogramme - links with Night Time Levy. Report going to CPB |
| SS23 | Arts Council Suggestions | | | tbc | | Suggestions anticipated in first week of August. |

Economy and Culture Scrutiny Committee Draft work programme 2014/15

As at - 26.08.15

| | |
|----------------------|----------------------------|
| Corporate | Sport, Leisure and Culture |
| Economic Development | Communities |

| Scrutiny Work Streams | 10 Sept (CR4) | 15 October (CR4) | 5 November (CR4) | 3 December (CR4) | 14 January (CR4) | Budget meeting 4 February (CR4) | 17 March (CR4) | 14 April tbc | 12 May (CR4) | 9 June (CR4) | 12 July (CR4) |
|---------------------------------|---------------------------------------|-----------------------------|------------------------------------|-------------------------------------|---------------------------------|---------------------------------|-------------------------------------|---|---------------------------|----------------|----------------|
| Pre Decision Scrutiny | Business Improvement District | Multi Purpose Arena | Digital Advertising Strategy | Business Improvement District | Cardiff Asset Transfer Strategy | | | | | | |
| | | Transport Hub (pre-cabinet) | Cardiff Business Council | | | | | | | | |
| | | | | | | | | | | | |
| Policy Development / Review | Strategic Framework - Sport & Leisure | Flatholm Island Partnership | Arts Venues Management Procurement | WPLS 5th Framework | City Deal | | Cardiff Central Market | Tourism Strategy Action Plan | ACL (Cost Recovery Model) | | |
| | | | Leisure Management Procurement | Parks Friends Groups | Volunteering / Time Banking | | Cardiff International Sport Stadium | Library Strategy Implementation (maybe Jan) | Into Work Services | | |
| | | | | | | | | | | | |
| Corporate and Performance items | Q1 Performance | | Q2 Performance | | | Budget and Corporate Plan | Q3 Performance | | Q4 Performance | Delivery Plans | |
| Committee Business items | Work Programme | Correspondence | | Correspondence | | | Correspondence | | Correspondence | Annual Report | Correspondence |
| | | 3rd Sector Q's trial | 3rd Sector Q's trial | | | | | | | | |
| Committee Improvement Inquiries | Cardiff Maritime Heritage | | | | | | | | | | |
| | | | | Council spend with Local Businesses | | | | | | | |
| | | | | | | | | Council Allocation of NDR (tbc) | | | |

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|----------------------------|---|----------------------------|------------------------------|--------------------------|------------------|--|--|--------------------------|
| Potential Additional Items | Cardiff Heritage Trust (if proceeding?) | Heritage Building Strategy | International Sports Village | Bay Development Strategy | Digital Strategy | New Theatre & St Davids Hall (dep on proc) | Night Time Economy (NS to explore further) | Arts Council suggestions |
|----------------------------|---|----------------------------|------------------------------|--------------------------|------------------|--|--|--------------------------|

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