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AGENDA

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 8 DECEMBER 2016, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor McKerlich (Chair) Councillors Dilwar Ali, Howells, Hyde, Simmons and Stubbs

*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 - 2)

To approve as a correct record the minutes of the previous meeting.

**4 Cardiff Tourism Strategy and Action Plan: 2015 - 2020
(Pages 3 - 42)**

4.35 pm

(a) The Leader, Cllr Phil Bale, will be invited to make a brief statement.

(b) Neil Hanratty (Director – Economic Development) and Heledd Williams (Head of Tourism) will be in attendance and will provide a short presentation on the progress against the Tourism Strategy.

(c) Questions from Committee Members.

5 Parc Cefn Onn Project (Pages 43 - 48)

5.10 pm

(a) Cllr Bob Derbyshire (Cabinet Member - Environment) will be

invited to make a brief statement.

(b) Jon Maidment – Operation Manager Parks & Sport and Rosie James – Principal Landscape Officer will be in attendance and will deliver a presentation on the Parc Cefn Onn Project.

(c) Questions from Committee Members.

6 Quarter Two 2016/17: Monitoring Performance of Services (Communities, Housing and Customer Services Directorate) 5.40 pm
(Pages 49 - 84)

(a) Cllr Peter Bradbury (Cabinet Member - Community Development, Co-Operatives and Social Enterprise) and Cllr Daniel De'Ath (Cabinet Member - Skills, Safety and Engagement) will be invited to make a brief statement.

(b) Sarah McGill (Director – Communities, Housing & Customer Services) will be in attendance to provide a presentation.

(c) Questions from Committee Members.

7 Into Work Services and Volunteering (Pages 85 - 94) 5.55 pm

(a) Cllr Daniel De'Ath (Cabinet Member - Skills, Safety and Engagement) will be invited to make a brief statement.

(b) Sarah McGill (Director – Communities, Housing & Customer Services) will be in attendance to provide a presentation.

(c) Questions from Committee Members.

8 Way Forward 6.30 pm

9 Date of next meeting

The next meeting of the Economy & Culture Scrutiny Committee is scheduled for Thursday 12 January 2017 at 4.30pm in Committee Room 4, County Hall.

Davina Fiore
Director Governance & Legal Services

Date: Friday, 2 December 2016

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

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ECONOMY & CULTURE SCRUTINY COMMITTEE

11 NOVEMBER 2016

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

22 : APOLOGIES FOR ABSENCE

No apologies for absence were received

23 : DECLARATIONS OF INTEREST

No declarations of interest were received.

24 : MINUTES

The minutes of the meeting of the Economy and Culture Committee hold on 6 October were agreed as a correct record and signed by the Chairperson.

25 : LIBRARIES PERFORMANCE

The Chairperson welcomed Councillor Peter Bradbury (Cabinet Member) Sarah McGill (Director – Communities, Housing and Customer Services) and Isabelle Bignall (Assistant Director for Communities and Customer Services) and Nicola Richards (Lead Libraries Officer) to the meeting.

Welsh Public Library Standards Annual Report 2015 – 16

The Chairperson invited the Cabinet Member to make a statement in which he said that wanted to highlight that a large number of the library standards have been achieved however, the same was not the case in respect of WPLSQI9, where the target was only partially met. The set range which had been established by Welsh Government had been exceeded and will be discussed further with them.

Members were provided with a presentation on the Welsh Public Library Standards Annual Report 2015-16

The Chairperson invited questions and comments from Members:

- Members asked about the target spend on children's book and that it would appear that the target is recorded as partially met because the target is being exceeded. Officers advised that representations are to be made to Welsh Government to change the framework.
- Members queried the results recorded about meeting the supply of requests (PI12) and requested information as to why it had taken as long as it had to discover the problem. Officers advised that there was a significant change in processes with the move to Electronic Data Change. Customers were slow to raise concerns, but it was resolved as soon as discovered.

- Members asked whether officers were confident that there were a range of suitable reading materials of those older children coming to the city with little English. Officers advised that part of the overspend this year went on ensuring that the 'Teen Areas' are welcoming and contain suitable material to allow them to engage without having to go to the Children's area.
- Members queried how often stock is reviewed to ensure that stock both up to date and pertinent. Officers advised that regular reviews are undertaken, and certainly previously it was found that there was some branch libraries were overstocked. However, the new system allows for analysis of the books taken out in which library.

Summer Reading Challenge 2016

The Chairperson invited the Cabinet Member to make a statement in which he congratulated the involvement of all Councillors in this challenge and the hard work of all Officers involved.

Members were provided with a presentation on the Summer Reading Challenge 2016.

The Chairperson invited questions and comments from Members:

- Members asked whether, bearing in mind the subject matter, they were able to manage the demand for Roald Dahl books. Officers advised that together with more books being purchased, staff got involved by reading stories and prints outs and poems were prepared and handed out.

AGREED – That the Chairperson on behalf of the Committee writes to relevant Cabinet Member, Directors and officers thanking them for attending the meeting and to convey the observations of the Committee when discussing the way forward.

26 : DUMBALLS ROAD REGENERATION

This item was not for publication as it contained information of the kind described in Paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A, Local Government Act 1972.

27 : WAY FORWARD

28 : DATE OF NEXT MEETING

The next meeting of the Economy & Culture Committee is on Thursday 8 December 2016 at 4.30 pm.

The meeting terminated at Time Not Specified

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

ECONOMY & CULTURE SCRUTINY COMMITTEE:

8 DECEMBER 2016

CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 - 2020

Purpose of report

1. To update Members on progress in delivering against the Cardiff Tourism Strategy and Action Plan: 2015 – 2020, and allow Members to review the achievements to date.

Cardiff Tourism Strategy and Action Plan: 2015 - 2020

2. The Cardiff Tourism Strategy and Action Plan: 2015 – 2020 was approved at Cabinet on 2 April 2015 (attached at **Appendix A**). The aim given for the strategy is “to increase the economic impact of Tourism in Cardiff and ensure that the city can compete with leading UK destinations, as well as developing as the gateway destination for Wales as a whole.”
3. The main stated objectives of the Strategy and Action Plan are:
 - Enhancing the appeal of the city for all visitors by greater differentiation in the offer, creating unique products and visitor experiences, encouraging longer stays.
 - Creating a fresh and innovative environment that will allow tourism; investment and the hospitality and retail sectors to flourish.
 - Delivering innovation and creativity in everything we do associated with tourism and the visitor economy.
4. The key outcomes to be achieved by 2020 are:

- The doubling of the value of overnight tourism in commercial accommodation in the city and the wider city region by 2020 to c£800m.
 - Growing the value of the day visitor economy by 50% by 2020 to c£1m.
 - Achieving a set of agreed targets (relating to job creation, business development, attracting, retaining and nurturing talent and cultural diversity).
5. Key targets to be achieved by 2020 are identified on page three of the Strategy (**page 7 of Appendix A**). These include:
- Establish the Destination Management and Marketing Organisation (DMMO) and a new structure by March 2015.
 - Agree memorandums of understanding with Welsh Government and other key stakeholders to deliver this action plan and program by Spring/Summer 2015.
 - Help secure £500m of new tourism investment for the city by 2020.
 - Increase the number of hotel and hostel bedrooms in 4 and 5 star properties by 1,500 by 2020.
 - Create 20 new VAT registered businesses in tourism per annum.
 - Create three signature events by 2018 working with the Welsh Government's Major Events Unit.
 - Create a number of distinctive and unique Cardiff experiences based on an amalgam and fusion of heritage, culture and language.
6. The Action Plan that sits alongside the Tourism Strategy can be found on **page 20 of Appendix A**. This table identifies actions for the next five years and the organisations who will lead these actions. The following will be of particular interest to the Committee given previous and future scrutiny work items:
- Establish an agreed positioning and branding for Cardiff and the region with a detailed marketing plan.
[Cardiff Council (CCC), Region and Visit Wales (VW)/ Welsh Government (WG) by April 2015]
 - Agree and implement a City and region guest card.

[CCC and Cardiff Business Council (CBC) with VW by June 2015]

- Create a series of Cardiff itineraries based on the city's neighbourhoods and its themes to include: maritime heritage, art and architecture, local craft and design and shopping.
[City Centre Management]
- Establish a CARDIFF+ marketing campaign to promote Cardiff as a base to explore the wider region
[CBC with Capital City Region]
- Develop a specific initiative to convert leisure travellers and visitors into potential business tourists, especially during the Rugby World Cup and the Six Nations.
[CCC]
- Establish and manage City Hall as dedicated conference venue supported by the Mansion House and Castle providing a unique Cardiff offer and a complement to the new Convention Centre in Celtic Manor and a market taster for the proposed new Centre in Cardiff.
[CCC + CBC by August 2015 for marketing starting July 2015 supported by dedicated MICE team]
- Create a summer long program of music and events in Oval Basin.
[Bay Partnership with Wales Millennium Centre (WMC) and Harbour Authority (HA) and others starting July 2015]
- Establish at least three signature Cardiff events and festivals that will generate bed nights and times of low occupancy.
[CBC to facilitate task groups for each with events introduced on a phased basis over next three years. These must be fully linked to and integrated with the VW emerging thinking on 'themed years'.]
- Development of maritime heritage related activities including a three city program involving Liverpool and Belfast with Cardiff.

[Maritime Wales, MHT, CCC, other city councils, WG]

- Fully exploit the opportunity presented by (a) Rugby World Cup in 2015, (b) the 150th Anniversary of the sailing of the Mimosa to Patagonia in 2015, (c) The Roald Dahl Anniversary in 2016 and (d) The Volvo Round the World event in 2018 to develop a unique city wide festival of art and culture.

Establish floating stage on the Bay

[WMC with HA]

- Creation of a BUTE collection of properties across the region

[CCC with National Trust and CADW]

- Developing urban sports adventure activities including: zip lines, mountain biking, BMX and skate boarding, cycling routes, Parkour, urban running, mass participation activities, geocaching, associated urban camping and festival sites.

[CCC, White Water Centre, HA, VW, Sport Wales, local clubs, private sector]

7. The Cardiff Tourism Strategy and Action Plan: 2015 – 2020 also gives a number of strategic and transformative projects and investments under consideration. These can be found on **page 23 of Appendix A**. Again a number of these will be of interest to Members given previous and future scrutiny work items:

- **International Arena** - Large capacity, multi-purpose arena.
- **International convention centre** - International standard conferencing and meetings centre.
- **Contemporary Art Gallery with associated outdoor sculpture park** - Major world class art gallery for permanent and touring exhibits in Bay area.
- **Restoration of The Coal Exchange and regeneration of Mount Stuart Square** - Potential hotel with restaurants, specialist retail and entertainment.
- **Chapter Arts Centre** - £6m planned extension and modern art spaces.

- **Completion of the International Sports Village** - Inject momentum for completion.
 - **Roald Dahl festival and attraction** - Work with RD Foundation, VW and others to create world class festival and potential for permanent attraction.
8. Additionally, the Tourism Strategy indicated that a number of initiatives and ideas were being developed and explored further – these are given below. Members may wish to explore how these have developed in the years following agreement of the Tourism Strategy.
- **Creatures of the Bay** - Major world class visitor attraction and cultural animation of the Bay area.
 - **The Science of the Seas and the World of Water incorporating a maritime heritage centre/museum** - Major world class science attraction for the Bay area.
 - **World of Sports Hall of Fame and Welsh Sporting Legends** - Celebration of Welsh sporting legends and heroes and their global achievements.
 - **A Brewery Attraction** - New city centre attraction.
 - **Viewing Platform or high level roof garden and view Point** - Opportunity for city centre and / or the Bay.

Previous Scrutiny

March 2016

9. At its meeting on 17 March 2016, the Committee considered progress against the Cardiff Tourism Strategy and Action Plan: 2015 – 2020. Members were informed:
- A number of partnerships and collaborations has been established in line with the Tourism Strategy, work had been undertaken improving the ‘VisitCardiff’ brand and website, and a Destination Management Plan had been developed.

- The City Deal allows for pooling of resources in Tourism and there was a commitment to explore new income streams and flexibilities as the Deal develops.
 - Cardiff is looking to develop a significant music event to increase visitors, but this would need a significant investment of funds.
10. Following this meeting, Members wrote to the Leader, Cllr Bale (Economic Development & Partnerships) to raise the following points;
- Members recommend that links be made between the targets and actions within the Tourism Strategy, particularly setting out how the value of overnight tourism in commercial accommodation will be doubled by 2020.
 - Members request clarification on whether the new Cardiff Capital Region Business Organisation is anticipated to take over the responsibilities listed against Cardiff Business Council in the Tourism Strategy Action Plan.
 - Members recommend that organisations such as hoteliers and restaurateurs be encouraged to help fund the various projects being taken forward in the Tourism Strategy.
11. The Leader responded to this letter on 31 May 2016, informing the Committee;
- With regard to hoteliers and restaurateurs being encouraged to fund future projects, opportunities could be sought through the Business Improvement District proposals.
 - Actions identified against Cardiff Business Council would be considered through private sector partnership and through arrangements identified in the City Deal.

April 2015

12. The Committee considered a finalised version of the Tourism Strategy and Action Plan: 2015 – 2020 at its meeting on 2 April 2015. Members were informed:

- The Cardiff Visitor Card was due to be launched on 3 April 2015. An extensive number of businesses have signed up and are prepared to offer a wide range of promotional discounts. The card will be sold for £4.00 and the income from card sales will be retained and used to continue the marketing of the project.
- With regard to a Tourist Information Centre, Officers confirmed that it is believed that the younger tourists are more likely to use the 'App' than physically go to a Tourist Information Centre. This has been helped by the introduction of the new Wi-Fi system.
- With regard to a Leadership Academy, officers advised that research into the synergy with the academy launched at Belfast was being undertaken and there had already been investment.

13. Following this meeting, Members wrote to the Leader, Cllr Bale (Economic Development & Partnerships) to raise the following points;

- Members were pleased to see that a number of the issues we discussed at the January Committee meeting had been taken on board and used in shaping the final strategy.
- Members of the Committee consider the strategy and key outcomes to be achieved as ambitious, and welcome this approach.
- Members were pleased to be informed that the income from card sales is retained for the purpose of further marketing the city, that work is ongoing to link this card with public transport around Cardiff, and that this work has been undertaken in partnership with Visit Wales.
- Members requested a one page briefing outlining the promotional plan for the Cardiff Visitor Card.

- Members look forward to a future update on progress in achieving the actions and projects outline in the Tourism Strategy and Action Plan, and in particular to monitoring the success in increasing the number of overnight visitors and monitoring the impact the changes for the Tourist Information Centre have brought.

14. The Leader responded to this letter on 18 February 2015, informing the Committee;

- Measures have been put in place to promote the uptake of the Cardiff Visitor Card, including exploring opportunities to co-sell the card and opportunities for it to integrate with transport operators.

January 2015

15. At its meeting on 8 January 2015, Members considered the Draft Tourism Strategy, and were informed;

- The Tourism & Heritage Strategy will aspire to double the number of visitors to Cardiff who are 'staying visitors'. Current figures indicate that whilst Cardiff had 18.3 million day visitors during 2014, there were only 1.3 million staying visitors.
- The Millennium Stadium had been successful in raising the profile of the Cardiff based on the audience attending events which are held there. However, the nature of those events has resulted in Cardiff having a shortfall in brand name hotels. In anecdotal terms, Members were advised that the best event held in the City, from a hoteliers point of view, was the National Eisteddfod, as the event took place over five days and visitors stayed overnight in the City.
- Cardiff lacks a unique world class attraction or there is an absence of a signature event held here that does not occur elsewhere. The city also has

limited direct air access. The Tourism Strategy would seek to address these issues.

- Some of the priorities for Cardiff are urban sports; Water and maritime activity; Signature festivals and events; Contemporary visual arts; Business tourism.

16. Following this meeting, Members wrote to the Leader, Cllr Bale (Economic Development & Partnerships) to raise the following points;

- The Committee was positive about a drive to develop new signature events or unique attractions for the city rather than predominantly focussing on stadium-based events.
- The Committee hoped to see increased joint promotion or partnership working with organisations such as CADW.
- The Committee did not expect the promotion of Cardiff to be left solely to Visit Wales, and hoped that adequate resources were allocated for the City to be promoted internally.
- The Committee endorsed the idea of a 'City Card' and stated their hope that any card would link with the 'lff' card that is already in use in Cardiff.
- If the Mansion House and City Hall are to be realistically considered as conference facilities, there will need to be vast maintenance improvements made.

17. The Leader responded to this letter on 18 February 2015, informing the Committee:

- Discussions are under way specifically with CADW to help foster greater engagement and cross promotion, as a partnership approach is to be at the heart of what is proposed.

- The feasibility of a 'City Card' is being finalised and it is hoped to be piloted early in 2015/16 should it be found appropriate
- With regard to the Mansion House and City Hall, the Council is looking at ways of securing a sustainable model for the future of these buildings and it is essential that the city is able to protect and conserve buildings of such historical importance.

Way Forward

18. The Leader, Councillor Bale will be joined by Economic Development and Tourism officers to provide Members with an overview of the Tourism & Heritage Strategy.
19. Members of the Committee will have the opportunity to provide comments, observations, identify priorities and form recommendations to the Cabinet for consideration.

Legal Implications

20. 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

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 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

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

Davina Fiore
Director, Governance and Legal Services
2 December 2016

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**CARDIFF TOURISM STRATEGY AND ACTION PLAN
REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT**

AGENDA ITEM: 3

PORTFOLIO : LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)

Reason for this Report

1. To approve the Cardiff Tourism Strategy for Cardiff.
2. To approve an Action Plan for the Cardiff Tourism Strategy.

Background

3. A new Tourism Strategy has been developed for Cardiff to support the development of the sector in the city. The aim of the strategy is to increase the economic impact of Tourism in Cardiff and ensure that the city can compete with leading UK destinations, as well as developing as the gateway destination for Wales as a whole.
4. Tourism is a vital part of the Welsh and Cardiff economy. The visitor economy in South East Wales is worth some £2bn to the region, with 50% from day visitors, and supports 31,000 FTE direct and indirect jobs. Cardiff generates a 50% share of tourism revenue in the region and 25% of all tourism revenues in Wales, and as a result it is the leading Local Authority area in the Wales visitor economy.
5. In 2013 the visitor economy was worth £1.05bn to Cardiff's economy from 1.91m overnight trips and some 18m day visitors. Overnight tourists stayed for a total of 3.92m nights in the city and spending almost £400m. Tourism directly supports over 13,700 FTE jobs in the city.
6. Given the size of the sector, and the place based competition that exists between cities and other destinations it is important that Cardiff can get an understanding of its tourism offer, provide an analysis of its strengths and weaknesses, and outline how it can capitalise on opportunities and address threats to the sector through the development of a coherent Tourism Strategy.
7. The previous Tourism Strategy for Cardiff run until 2014, and a new strategy is required to provide direction to the development of the tourism sector. The new strategy must be prepared in the context of a changing

environment of the organisation of tourism in Wales and in the Cardiff city region.

Issues

8. Despite the picture of growth over the past ten years there are a number of major issues associated with the underlying structure and performance of the tourism industry in the city. A summary of key issues is give below.

From a MARKET perspective	From an INDUSTRY perspective
Low levels of awareness in UK and overseas	No brand or clear positioning - – this is now being addressed via the Cardiff City Region
Lack of marketing and promotion	Absence of strong and well resourced DMO (destination management and marketing organisation); fragmented and disjointed industry structure; lacks strong leadership; needs vision; confused roles and responsibilities
Demand driven by events – mostly sporting, few cultural events but no ‘signature event’ of international status capable of driving overnight stays	Events are stadium based and mostly sport, involve short stay and fosters image of a ‘party city’; ‘feast or famine’ economy
Have no reason to visit; seen as a ‘one night stand’; no reason to stay overnight; no strong differentiation; very reliant upon retail offer	Lack of icons and major attractors; city does not have an attraction of international standard; absence of innovation; over dependent on day visitors (relatively low spend); supports middle of the road product
Very limited direct air access to city	Absence of strong airport (NB European research shows optimum number of 60 direct flights to sustain conference and business tourism; collaboration with Bristol
Cost of Severn Crossing and congestion issues on M4	Competitive disadvantage
Limited choice of hotels (range and price); few hotels to meet emerging market needs	Over supply of budget hotels driving prices down
Very limited business tourism activity, especially conferences and meeting	Lack of conference centre and exhibition space / arena; absence of an alternative ‘offer’ at present
Distance between city centre and the Bay	City needs to be developed as a whole and as gateway to region
Lack of major attractions	Dominated by ‘free’ public attractions limits commercial operations, lack of investment in contemporary facilities (egg Contemporary Art Gallery, Science Centre, Aquarium, Maritime Heritage Museum, etc)
Absence of innovation, limited appeal, no stand out; far from being a must visit destination	Overly dependent upon the public sector; too many bodies getting in the way; needs private sector leadership; needs to be more dynamic.

9. The Tourism Strategy looks to address these issues by identifying actions as part of an Action Plan that will help to address:

- Reputation and reputation management
 - Capacity development
 - Product development
 - Special actions
10. The Action Plan has been informed by the work being undertaken by the Council to shape a vision for the future of the city and the master planning currently taking place to give spatial form to these ideas. This in turn has been influenced by the work of the Cardiff Capital Region working group, the Welsh Government's strategies for tourism and major events and the shared program of investment in infrastructure. As a result, the actions included complement and will support the longer term vision and development of the city and its region as a tourism destination.
11. The identified actions will, by 2020, look to achieve:
- A balanced year round profile of tourism activity especially the discretionary leisure:business ratio
 - An increased range, quality and diversity of hotels and hostels in the city centre and in the bay
 - A stronger cultural and urban adventure offer
 - At least three established signature events
 - More conferences and conventions suitable for the venues that exist in the city centre
 - A highly skilled and professional hospitality workforce
 - A strong destination management and marketing body within the Cardiff Business Council
 - Making the existing tourism assets work harder to deliver more impact, especially: Cardiff Castle, Dr Who, Millennium Stadium tours, National Museums, the new marketing suite for the Cardiff Business Council, local neighbourhoods and the assets of the wider region
 - A collection of unique signature Cardiff-based experiences and events / festivals
 - A strong, collaborative approach to marketing and co-branding / positioning
 - A new approach to research, monitoring and benchmarking.
12. The full Tourism Strategy and Action Plan is attached as Appendix A.

Reasons for Recommendations

13. To approve the Cardiff Tourism Strategy and Action Plan

Legal Implications

14. Tourism is relevant to the economic development of the administrative area and the approval of a strategy and action plan is designed to promote the economic well-being of the area pursuant to the powers of the Council under section 2 of the Local Government Act 2000.

15. The exercise of the well-being power must be exercised having due regard to the community strategy of the Council, being the “What Matters Strategy”. The strategy recognises the importance of economic progress of Cardiff as a key driver of economic growth of the South Wales region and the ability to put Wales on the international map by promoting the experience of people coming to Cardiff to be part of major sporting and cultural events.

Financial Implications

16. The financing of the Tourism Strategy will be based upon working within existing budgets and identifying new additional funding streams to support activities. This will include collaborating with partners including the private sector, and looking at alternative financial mechanisms.

RECOMMENDATIONS

The Cabinet is recommended to approve the Cardiff Tourism Strategy and Action Plan (Appendix A)

NEIL HANRATTY

DIRECTOR

27 March 2015

The following Appendix is attached

Appendix A: Cardiff Tourism Strategy and Action Plan

CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 – 2020

CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 – 2020

INCREASING COMPETITIVENESS THROUGH COLLABORATION

AIM

The development of a unique tourism and day visitor offer based upon innovative and especially curated experiences and high levels of service standards that reflect the great cultural, heritage and sporting strengths of Cardiff as the capital city of Wales.

This will allow tourism to make a significant contribution, in terms of economic value, enhanced profile and reputation, social and cultural benefits, to Cardiff becoming one of the most appealing cities in Europe as a place to live, invest, work, study and visit.

THE OBJECTIVES OF THIS PLAN

The **main objectives** of this plan are:

- Enhancing the appeal of the city for all visitors, but especially those discretionary tourists – both business and leisure - who will make Cardiff their destination of choice by greater differentiation in the offer, creating unique products and visitor experiences, encouraging longer stays (especially by working with the wider region) thus stimulating greater levels of visitor expenditure;
- Creating a fresh and innovative environment that will allow tourism investment and the hospitality and retail sectors to flourish by: having a sharper focus on key markets and sectors, reducing bureaucracy, speeding up decision making, greater levels of collaboration and establishing a streamlined approach to the organisation of tourism and its delivery;
- Delivering innovation and creativity in everything we do associated with tourism and the visitor economy.

As a result, the **key outcomes** by 2020 will be:

- (a) the doubling of the value of overnight tourism in commercial accommodation in the city and the wider city region by 2020 to c£800m;
- (b) growing the value of the day visitor economy by 50% by 2020 to c£1m;
- (c) achieving a set of agreed targets (relating to job creation, business development, attracting, retaining and nurturing talent and cultural diversity).

The **key targets** for 2020:

- Establishment of the DMMO and a new structure by March 2015
- Benchmarking Cardiff's performance against an international competitor set and, internally, in the context of (a) Wales and tourism in Wales and (b) the UK's Core Cities by Winter 2015.
- Agree MoUs with WG and other key stakeholders to deliver this action plan and program by Spring/Summer 2015
- Help secure £500m of new tourism investment for the city by 2020
- Increase the number of hotel and hostel bedrooms in 4 and 5 * properties by 1,500 by 2020
- Deliver service training courses for 1,000 persons by 2020
- Increase the number of new apprenticeships in tourism -related work by 50 per annum by 2017
- Deliver 15 number of participants on the Leadership Academy program per annum commencing 2015/16.
- Create 20 New VAT registered businesses in tourism per annum
- Creation of three signature events by 2018 working with the WG's Major Events Unit
- Creating a number of distinctive and unique Cardiff experiences based on an amalgam and fusion of heritage, culture and language
- Secure an enhanced profile of visitor perception of Cardiff as the capital city for Wales in conjunction with Visit Wales, the City-Region Partnership and others
- Becoming much more international in everything that happens and becoming part of regional, national and international networks.

CARDIFF – THE MOST IMPORTANT TOURISM DESTINATION IN WALES

Cardiff is the most important tourism and visitor destination in Wales in terms of reputation, profile and impact – especially for business and major event-led activity. It is the Capital City and if Cardiff does well in developing its profile, status and appeal as a destination then Wales as a whole benefits. Cardiff drives leisure, business and international tourism into Wales. The city contributes over 25% of all visitor generated expenditure in Wales and has a higher spend per head per visitor than anywhere else in Wales.

Cardiff is the hub for an accessible, fascinating and highly diverse city region, that includes: high quality coast and country side with easy access to the Brecon Beacons National Park, the Wye Valley AONB and the Vale of Glamorgan Heritage Coast; a diverse range of cultural and heritage sites; and, sources of quality local food and drink produce.

Developing a close relationship with the wider region, with Cardiff being both the hub and the gateway to this wider destination it will be possible to become more competitive, more appealing to emerging markets and result in increased length of stay, repeat visitation and, ultimately, greater economic benefits for the region. However, in order to successfully grow the value of tourism over the next five years there has to be energy, commitment and collective effort in order to meet the challenges of increased competition and the impacts of reducing public sector finance.

THE CHALLENGE AHEAD

The key to meeting the challenges ahead is developing a dynamic approach to tourism development, management and marketing that will allow Cardiff to achieve its full potential as a leading European capital city destination for leisure and business tourism by 2020. Realising the potential has been long coming. There have been several false dawns. But, there is now a commitment and a desire across the city to make this happen.

Now more than ever before there is a need for collaboration and partnership working between all stakeholders if tourism growth is to be secured. This means agreeing a fresh vision with a clear action plan defined and driven by the private sector that is fully supported by the public sector. It means ensuring that the current assets are managed to their full potential, such as the Millennium Stadium, the SWALEC Stadium, the Cardiff City Stadium as well as the WMC, the RWCMAD and other key venues across the city and the city region. It means 'not throwing out the baby with the bath water'. The city must remain a great venue for major sporting events and cultural events. These must continue to occupy the city's diary of visitor activity and will provide the corner stone of future success.

However, there does need to be a shift of emphasis. This will mean a significant shift in terms of branding, marketing and product development. It will need funding and investment over the five year period of the Plan.

It will require a collegiate approach amongst all stakeholders and it will demand strong leadership. This must embrace a close working relationship with Visit Wales (and with VW with Visit Britain) with the British Council, the Universities and others.

CONTEXT

Cardiff is the powerhouse of tourism within the wider city region. It has to lead the wider destination's tourism ambitions and competitive positioning. The city must continue to thrive as a destination of choice and further develop its leisure and, especially its business, tourism appeal.

At the same time it must **act as a hub and as a gateway** to the wider city region. Consequently, whilst the emphasis of this strategy HAS TO BE the city of Cardiff, the strategic plan must be relevant to the opportunities for growth in the Cardiff city region, and indeed, the broader context of the future of the Cardiff/Bristol Severnside conurbation.

Over the past 24 months there have been a number of strategic plans and studies produced for the City on aspects related to tourism and the visitor economy¹. There is a strong desire to avoid duplication of effort and resources and to build upon the body of research and knowledge work that already exists.

This will be supported by the Council's on-going commitment to the annual monitoring of visitor attitudes and behaviour in the city through annual surveys as well as the annual STEAM analysis that examines the volume and value of tourism to the City.

BACKGROUND

- In 2014 the tourism strategy for the city of Cardiff² became redundant and a new strategy is required to give direction to tourism development in Cardiff over the next 5 years;
- The Welsh Government has recently published its new strategy for tourism growth up to, and including, 2020³; this strategy prioritises the development of products, places and people;
- In March 2014, Welsh Government also announced that they would replace the existing Regional Tourism Partnerships (Capital Region Tourism), they will be replaced by stronger 'in-house' regional engagement;
- However, in January 2014, the existing regional tourism partnership for Cardiff and south east Wales published its new tourism strategy for the south east Wales 'Capital City Region'⁴;
- The Welsh Government has established a task force to develop the concept of the 'Cardiff City Region', a branding exercise is also about to be commissioned for the proposed city region; and, last year Welsh Government purchased Cardiff

¹ These include strategies about the new Enterprise Zone, Cardiff city centre and the arrival of the BBC, Cardiff's maritime heritage, contemporary art and design, visioning for Cardiff Bay as well as feasibility studies for a new arena and convention centres.

² "Capital Gains: The Tourism Strategy for Cardiff 2009 – 2014", produced by Blue Sail (May, 2009).

³ "Partnerships for Growth", Welsh Government, (October, 2013).

⁴ "South East Wales City Region Tourism Action Framework 2014 – 2020", RJSW Associates, (January, 2014).

Wales Airport in a strategic move designed to re-vitalise this important tourism and business asset;

- In October 2014 the City of Cardiff Council organised a Futures Conference and workshop to explore the vision for the city⁵;
- The 2020 vision for the city will see an enhanced and elevated role for tourism as a driver of the economy and as a fundamentally important aspect of shaping the image of the city;
- Over the past few years there have been a number of important and ground-breaking studies⁶ completed by the Council; these have all focused on determining those aspects of the city where there is particular scope to develop a unique tourism 'offer' and 'competitive positioning';
- The Council is now moving to the master planning phase for how many of these studies will be implemented over the next 10 years within the framework of the recently adopted 'Local Plan';
- International branding specialists, Heavenly, have also completed a review of the possible positioning for the city and Welsh Government has commissioned a branding study for the City Region⁷;
- Alongside these studies the Council has invested in a number of benchmarking studies to shed light on the tourism performance of the city⁸; these allow the city to undertake relevant comparative analysis with its competitor set;
- In 2013, the Council instigated a new approach to the engagement of the private sector through the establishment of the '*Cardiff Business Council*'; this group leads the strategic promotion, marketing and competitive positioning of the city;

The brief for this strategy is clear, it has to be:

- Ambitious, bold and realistic
- Dynamic and proactive
- Integrated with the wider economic, business development and cultural ambitions for the city and the city region
- Relevant to emerging markets
- Action focused AND results driven
- Innovative and creative

The Action Plan is the result of extensive literature, market and trend research, benchmarking and widespread consultations capped by three specific events together with feedback from a variety of stakeholders and the Council's Economy and Culture Scrutiny Committee:

- A key stakeholders forum / discussion
- A workshop with key organisations in the city
- An open workshop as part of the Cardiff Convention

⁵ Launch event to take place on 30th October, 2014.

⁶ For example: "A strategy for Contemporary Arts in the City" (2012), "A review of the Maritime heritage of the city" (2012), "A Vision for Cardiff Bay as a World Class Visitor Destination", (2013).

⁷ Being undertaken by the Cardiff and Amsterdam based studio: Smorgasbord.

⁸ Including for example: STEAM tourism statistics analysis and membership of the European Cities Marketing Group.

THE IMPORTANCE OF TOURISM

Tourism is a vibrant, dynamic, resilient growth sector in the global economy.

According to the World Bank (WB), The UN World Tourism Organisation (UNWTO) and The World Travel and Tourism Council (WTTC), tourism is the largest and fastest growing industry in the world today accounting for 9% of global GDP, employing 8% of the working population and accounting for over 1bn international arrivals around the world in 2013. The prospects for continued global growth in terms of international tourism arrivals are extremely positive over the next 10 years. The UNWTO is predicting that international tourism arrivals will increase to 1.6bn by 2020.

Over the past five years The European Travel Commission (ETC) has consistently reported growth of between 3% - 4% per annum across the EU28 countries and its latest *"Trends and Prospects"* report maintains this optimism over the medium to long term.⁹ Tourism is also a positive force for promoting positive images of the city, of supporting local businesses, of stimulating civic pride and helping to sustain services, events and facilities that are highly valued by the local community (arts centres, museums, transport services, restaurants, bars and markets). Tourism marketing and the tourist experience is fundamentally important for attracting inward investment as well as nurturing and retaining talent. Consequently, there has to be a much stronger and closer link between tourism and investment / business development activity. The Cardiff Business Council is the ideal vehicle to ensure that this happens mirrored by a further strengthening of the Council's Economic Development tourism team.

THE RISE OF CITY TOURISM

Within this optimistic picture, the UNWTO, the City Mayors.com, European Cities Marketing (ECM) and Tourism Intelligence International (TII) are all highlighting the fact that over the next twenty years it will be **CITY TOURISM** that will drive tourism growth.

"Cities will continue to lead the formidable European tourism industry as a result of their greater capacity of beds and demand (bednights) increasing at rates higher than elsewhere being driven by international tourist demand."

European Cities Marketing 2013¹⁰.

The UNWTO's latest report on *"City Tourism"* (2012), and the recently published TII report *"Cities on the Rise"* (2014), identifies a number of new drivers of demand fuelling this growth in city tourism. They include:

- The renaissance of the city;
- The dominance of young markets and those 'young of heart';
- The importance of business tourism (the MICE markets);
- New enlightenment – moving beyond experiences;
- World citizenship(sustainability, responsibility and diplomacy);
- The rise of new forms of urban sports and adventure tourism;
- The importance of signature festivals and events;
- The need for the local narratives – heritage, culture, language, products, etc;
- Innovation and creativity to deliver hybrid products and services;
- Designing the city with the visitor in mind.

⁹ *"European Tourism 2013 and 2014: Trends and Prospects"*, 2014, ETC.

¹⁰ *"The European Cities Marketing Benchmarking Report – 9th Edition"*, 2013, MODUL University Vienna for ECM.

CARDIFF – THE STRATEGY

(1) VOLUME AND VALUE

- The visitor economy in South East Wales (i.e. overnight and day visits) is worth some £2bn to the region, (50% from day visitors), supporting 31,000 FTE direct and indirect jobs and incidentally generating £237m in VAT for the UK Government;
- Cardiff generates some 50% share of tourism revenue in the region (as compared with 36% in 2007); and 25% of all tourism revenues in Wales as a result it is the leading LA area in the Wales visitor economy.
- 66% of all business tourism and 50% of all overseas tourism to Wales is generated in South East Wales – the majority of this in Cardiff
- In 2013 the visitor economy was worth £1.05bn to Cardiff's economy from 1.91m overnight trips and some 18m day visitors;
- Overnight tourists stayed for a total of 3.92m nights in the city and spending almost £400m;
- Tourism directly supports over 13,700 FTE jobs in the city;
- There are 4,875 hotel bedrooms in 57 establishments plus 4,600 bedrooms in other forms of accommodation;
- Hotels are reports high levels of occupancy in recent years (72.2% in 2013) and increasing RevPARs (revenues per available room) - £41.18 in 2013 compared to £39.24 in 2012.

(2) KEY ISSUES

Despite this picture of slow but sustained growth over the past ten years there are a number of major issues associated with the underlying structure and performance of the tourism industry in the city.

Table 1: KEY ISSUES ASSOCIATED WITH THE DEVELOPMENT OF TOURISM IN CARDIFF AND THE REGION

From a MARKET perspective	From an INDUSTRY perspective
Low levels of awareness in UK and overseas	No brand or clear positioning - - this is now being addressed via the Cardiff City Region
Lack of marketing and promotion	Absence of strong and well resourced DMO (destination management and marketing organisation); fragmented and disjointed industry structure; lacks strong leadership; needs vision; confused roles and responsibilities
Demand driven by events – mostly sporting, few cultural events but no 'signature event' of international status capable of driving overnight stays	Events are stadium based and mostly sport, involve short stay and fosters image of a 'party city'; 'feast or famine' economy
Have no reason to visit; seen as a 'one night stand'; no reason to stay overnight; no strong differentiation; very reliant upon retail offer	Lack of icons and major attractors; city does not have an attraction of international standard; absence of innovation; over dependent on day visitors (relatively low spend); supports middle of the road product
Very limited direct air access to city	Absence of strong airport (NB European research shows optimum number of 60 direct flights to sustain conference and business tourism; collaboration with Bristol)
Cost of Severn Crossing and congestion issues on M4	Competitive disadvantage
Limited choice of hotels (range and price); few hotels to meet emerging market needs	Over supply of budget hotels driving prices down
Very limited business tourism activity, especially conferences and meeting	Lack of conference centre and exhibition space / arena; absence of an alternative 'offer' at present
Distance between city centre and the Bay	City needs to be developed as a whole and as gateway to region
Lack of major attractions	Dominated by 'free' public attractions limits commercial operations, lack of investment in contemporary facilities (egg Contemporary Art Gallery, Science Centre, Aquarium, Maritime Heritage Museum, etc)
Absence of innovation, limited appeal, no stand out; far from being a must visit destination	Overly dependent upon the public sector; too many bodies getting in the way; needs private sector leadership; needs to be more dynamic.

(3) KEY OPPORTUNITIES

We need to get more discretionary tourist visits especially in terms of overnight guests using commercial accommodation and staying longer and spending more. There has to be a concerted effort to develop business tourism and year-round visits in both leisure and business markets. At the same time the day visitor markets must continue to be developed.

We cannot ignore the existing markets and the power of the city's reputation for hosting major sporting and entertainment events.

That means having a clearly differentiated offer, a commitment to raising the quality of service and standards as well as a consistent brand and communications / marketing plan aimed at key markets.

It means encouraging investing in the development of key products to meet their needs and aggressively branding and marketing the city accordingly.

Market trends associated with city leisure breaks and business tourism gives considerable optimism for the future if we can get this equation right.

Getting it right means addressing the three most important aspects of destination development:

- Reputation management
- Capacity building
- Product development

TABLE 2: KEY REQUIREMENTS FOR CARDIFF 2015 - 2020

DESTINATION DEVELOPMENT CRITERIA	OPPORTUNITIES
REPUTATION AND REPUTATION MANAGEMENT	<ul style="list-style-type: none"> • Working together to the same vision and agenda; • Development of ambitious brand and positioning as a capital city region for Wales (building upon NATO, international sporting events, diplomacy, universities, etc); • Establish strong, well-resourced, DMMO • Internationalisation and benchmarking
CAPACITY DEVELOPMENT	<ul style="list-style-type: none"> • Development of new generation of leaders • Invest in development of skills and expertise (international hotel school, learning journeys, etc.) • Stimulate cross discipline creativity and innovation in tourism sector
PRODUCT DEVELOPMENT	<ul style="list-style-type: none"> • Invest in market focused product development especially: accommodation, iconic attractors, music and food, maritime heritage, conferencing facilities • Develop signature events
SPECIAL ACTIONS	<ul style="list-style-type: none"> • Address air access • City region collaboration • Wider Severnside collaboration with Bristol • Create a 'pooled' investment fund

(4) SUMMARY OF THE CURRENT SITUATION

The UPS:

- Strong retail base
- High profile international sporting events
- Highly respected national arts and culture sector
- Good cultural and sporting infrastructure (facilities and teams)
- Accessible to all core domestic markets
- Fast improving restaurant sector
- Increasing investment in infrastructure
- Strong ethic of 'welcome' amongst city residents
- Growing reputation of the Universities and creative talent in the city
- Powerful and influential national institutions
- Significant reputational uplift with NATO
- High profile business and political activity in capital city
- Strong interest in potential international events including a Roald Dahl Festival (2016) alongside existing major events

The DOWNS:

- Over-reliance in stadium based events
- Dominated by day visitor markets
- Perception as 'party city' – over reliance on leisure visitors
- Feast or famine patterns of activity
- Piecemeal approach to growing business tourism
- Fragmented city visitor experience
- Absence of a strong focal point for tourism marketing and management
- Limited range and scale/capacity of commercial bedstock
- Need to enhance the professionalism of the hospitality industry
- Absence of a world class contemporary attractions
- Weak interpretation of the heritage of the city/region
- Absence of a signature international event(s)
- Weak brand and positioning
- Low level of political and diplomatic driven tourism
- Difficult times for public sector investment

THE APPROACH - WHAT NEEDS TO BE DONE?

These are tough economic times. Now as perhaps never before there is a need for a total integrated and collaborative approach to tourism development in Cardiff... TEAM CARDIFF!!!! We have done it before to deliver a success story in terms of one off and annual events now we must deploy this approach on a year-round basis.

There must be more joined up activity inside the Council as well as amongst all stakeholders.

We are all in this together. The competition is not with each other but with the other 4,000 competently managed destinations across Europe, especially the 150 or so established city-break destinations. There must be a greater focus of collective effort on a more limited number of actions in order to make a difference.

It is about addressing the **three core elements of destination development:**

- 1. Reputation management;**
- 2. Capacity building;**
- 3. Product development.**

This action plan addresses each of these elements in a balanced, market, focused way.

'HOT CITIES ARE COOL' - THE IMPERATIVE FOR ACTION

There an urgent need to inject pace in the implementation of an agreed action plan to grow tourism in Cardiff over the next 5 years. Tourism is an important contributor to the city's economy and a major driver of the city's image and reputation.

The market demand for city tourism for both leisure and business is in growth across Europe. Markets are changing and it is becoming increasingly competitive. Every sector and business involved in tourism and hospitality in Cardiff must become more organised, more collaborative, more joined up and be prepared to operate in a collegiate way if the city and the wider region is succeed in becoming a leading capital city tourism destination in Europe. These conditions demand new, fresh, approaches to developing tourism.

There is a need to shift from far too many meetings and talking shops to a new focus on getting things done. Austerity must become the midwife of innovative and creative solutions, new forms of strategic partnerships and alliances and new ways of working.

This action plan reflects these needs.

AN ACTION PLAN WITH STRATEGIC DIRECTION

The action plan is being informed by the work being undertaken by the Council to shape a vision for the future of the city and the master planning currently taking place to give spatial form to these ideas.

This in turn is being influenced by the work of the Cardiff Capital Region working group, the Welsh Government's strategies for tourism and major events and the shared program of investment in infrastructure. As a result, the actions included in this plan complement and will support the longer term vision and development of the city and its region as a tourism destination.

LEADERSHIP AND COLLABORATION ARE ESSENTIAL

The successful delivery of this action plan will require:

- **Strong political and industry leadership** together with a well resourced, highly focused destination management and marketing organisation (DMMO);
- A level of collaboration and partnership working across all sectors and stakeholders founded upon a common vision, shared priorities and integrated approach **delivered with common trust and transparency**;
- **Clear roles and responsibilities** amongst all stakeholders and an effective organisational structure for the industry in the city that will make for efficient and unambiguous communications as well as creating ownership for the delivery of key projects.

At the heart of this collaborative effort must be a close working relationship between Visit Wales and the Cardiff DMMO.

There has to be synergies between product development priorities as well as the branding and positioning of Wales, the Capital City Region and that City.

The city and the Bay has to be at the heart of stimulating tourism growth for the wider city region with a CARDIFF PLUS approach. The City of Cardiff Council must ensure that it creates an environment that will stimulate investment, be a catalyst for innovative ideas and ensures that tourism is high on the Council's corporate agenda.

There has to prevail an approach that recognises that we are all in this together. Get it right and the community, the economy and everyone's business benefits.

Tourism makes a major and significant contribution to many other aspects of city and community development beyond jobs, economy and image creation. It stimulates civic pride, it supports facilities for culture and leisure, it assists the transport services.

Equally, a city that is a good place to live, work and study is also a great place to visit.

This means that tourism development and place-making should be assured a central role in the future of the Cardiff.

KEY MARKET TRENDS

City tourism is in growth. The UN World Tourism Organisation (UNWTO) predicts that city tourism (for leisure and business) will grow at a rate that is double that for rural and coastal tourism. All the market research is pointing to the renaissance of the city as a focal point for tourism. In most countries the UNWTO reports that it is city tourism that is driving a country's tourism economy.

City tourism is multifaceted and appeals to many different groups. However, city tourism markets are increasingly dominated by the under 35s... *the Millennials*.... And the over 55s... *the baby boomers*. This is the case for both leisure and business tourism. These are high spending, high yield, well travelled and increasingly discerning tourists....and, both of these core segments are willing to try new highly customised experiences by exploring all aspects and areas of the city.

As a capital city, Cardiff must work very closely with Visit Wales, to lead in the development of international tourism (both business and leisure). Visit Britain has just announced (24th December, 2014) its forward projections for tourism in 2015 and highlights an expected up lift in overseas tourism numbers, including the traditional international markets (North America, northern Europe and Ireland) as well as the fast emerging BRIC markets. In this context Cardiff's relationship with its twin cities and other networks needs to be fully exploited.

They are motivated by lifestyle trends and products:

- Contemporary culture – visual and performing arts
- Urban sports and adventure activity – beyond the stadium
- Unique highly personalised, curated, experiences
- Opportunities to discover the local – produce, stories, heritage, culture language and people

They expect:

- Great shopping
- Diversity and range of dining and drinking out venues
- A mixed and varied program of entertainment
- A constant program of interesting events
- Excellent service standards
- A city that welcomes visitors
- Choice of places to stay
- Ease of getting around the destination
- Safe, secure and clean
- Year round appeal

SO, BY BEING MARKET FOCUSED, ON TREND AND SUCCESSFUL IN DELIVERING OUR PLANS WHAT WILL BE WHAT WILL BE ACHIEVED BY 2020?

- A BALANCED YEAR ROUND PROFILE OF TOURISM ACTIVITY ESPECIALLY THE DISCRETIONARY LEISURE:BUSINESS RATIO
- AN INCREASED RANGE, QUALITY AND DIVERSITY OF HOTELS AND HOSTELS IN THE CITY CENTRE AND IN THE BAY
- A STRONGER CULTURAL and URBAN ADVENTURE OFFER
- AT LEAST THREE ESTABLISHED SIGNATURE EVENTS
- MORE CONFERENCES AND CONVENTIONS SUITABLE FOR THE VENUES THAT EXIST IN THE CITY CENTRE
- A HIGHLY SKILLED AND PROFESSIONAL HOSPITALITY WORKFORCE
- A STRONG DESTINATION MANAGEMENT AND MARKETING BODY WITHIN THE CARDIFF BUSINESS COUNCIL
- MAKING THE EXISTING TOURISM ASSETS WORK HARDER TO DELIVER MORE IMPACT, ESPECIALLY: CARDIFF CASTLE, DR WHO, MILLENNIUM STADIUM TOURS, NATIONAL MUSEUMS, THE NEW MARKETING SUITE FOR THE CBC, LOCAL NEIGHBOURHOODS AND THE ASSETS OF THE WIDER REGION
- A COLLECTION OF UNIQUE SIGNIATURE CARDIFF-BASED EXPERIENCES AND EVENTS / FESTIVALS
- A STRONG, COLLABORATIVE, CARDIFF +, CITY REGION + WALES APPROACH TO MARKETING AND CO-BRANDING / POSITIONING
- A NEW APPROACH TO RESEARCH, MONITORING AND BENCHMARKING

THE IMPACT OF THIS WILL MEAN

- DRIVING UP VALUE BY GENERATING INCREASED LEVELS OF SPENDING AMONGST ALL VISITORS THROUGHOUT THE VISITOR ECONOMY
- GROWING OVERNIGHT STAYS IN COMMERCIAL ACCOMMODATION: GREATER NUMBERS, LONGER STAYS, HIGHER VALUES, YIELDS AND RevPAR AND ENCOURAGING FURTHER INVESTMENT
- DEVELOPING A NUMBER OF SIGNATURE CARDIFF EVENTS THAT WILL ATTRACT OVERNIGHT STAYS
- DEVELOPING THE MICE MARKETS AROUND PARTICULAR THEMES THAT REFLECT THE STRENGTHS OF THE CITY, ITS COMPETITIVE POSITIONING AND ITS MARKET FOCUS
- CREATING MORE JOBS, BUSINESSES AND HELPING TO RETAIN AND NURTURE TALENT

TABLE 3: THE ACTION PLAN AND ITS DELIVERY

COMPONENT OF DESTINATION DEVELOPMENT	ACTION	LEAD + PARTNERS
REPUTATION MANAGEMENT	Establish leadership group and DMMO within CBC with supporting product and service clusters	CBC by March 2015
	Establish an agreed positioning and branding for Cardiff and the region with a detailed marketing plan	Council, Region and VW/WG by April 2015
	Implement new research program for monitoring and benchmarking	Council with VW and Cardiff Business School by March 2015
	Agree and implement a City and region guest card	Council and CBC with VW by June 2015
	Agreed program of collaborative marketing and cross selling to maximise the existing assets	Council to facilitate
	Create a series of Cardiff itineraries based on the city's Neighbourhoods and its themes to include: maritime heritage, art and architecture, local craft and design and shopping and promote the neighbourhoods of the City and links to the Wales Coast Path and SUSTRANS Routes	City centre management
	Establish a CARDIFF+ marketing campaign to promote Cardiff as a base to explore the wider region	CBC with the Capital City Region
	Fully develop a range of social media platforms and apps that exploit the 'digital and SMART' city ambitions	CCC and VW
	Develop a specific initiative to convert leisure travellers and visitors into potential business tourists, especially during RWC and the Six Nations	CCC

CAPACITY BUILDING	Organise intense program to upgrade hospitality and service standards, bilingualism and knowledge across the city, including as a priority: taxi drivers, hotel and hospitality staff	Council with Cardiff and Vale College, VW, WLC, People First, Chamber to commence June 2015
	Establish a high level, young executive leadership academy with international partners (such as Cornell, IDEC, and William Clinton Leadership Institute in association with Belfast and Liverpool	CBC with the Council to lead in conjunction with Belfast and Liverpool coordinated by S&A
	Establish a new engagement structure across the city and region based upon product groups	CBC to be fully operational by Autumn 2015
PRODUCT DEVELOPMENT	Establish and manage City Hall as dedicated conference venue supported by the Mansion House and Castle providing a unique Cardiff offer and a complement to the new Convention Centre in Celtic Manor and a market taster for the proposed new Centre in Cardiff	Council + CBC by August 2015 for marketing starting July 2015 supported by dedicated MICE team
	Create a Summer long program of music and events in Oval Basin	Bay partnership with WMC and HA and others starting July 2015
	Prepare an investment portfolio of sites and opportunities for hotel / hostel and other project development supported by research / info package	Council with CBC and WG
	Establish at least THREE signature Cardiff events and festivals that will generate bed nights and times of low occupancy. These to include: Roald Dhal, shopping and fashion festival, restaurant and food festival, sounds of the city (music, literature, language) festival and also strengthen the existing Cardiff Contemporary Arts event.	CBC to facilitate task groups for each with events introduced on a phased basis over next three years. These must be fully linked to and integrated with the VW emerging thinking on 'themed years'.
	Fully exploit the opportunity presented by (a)Rugby	Council with VW to facilitate a team

	World Cup in 2015, (b) the 150th Anniversary of the sailing of the Mimosa to Patagonia in 2015, (c) The Roald Dahl Anniversary in 2016 and (d) The Volvo Round the World event in 2018 to develop a unique city wide festival of art and culture	approach with all partners: program for each of these events beginning with the Rugby World Cup to be agreed by end January 2015 and a program for the Roald Dahl Festival by Summer 2015 using brainstorming sessions
	Opening of a Welsh Language and Cultural Centre in 2015	Council with WG and local partners
	Establish floating stage on the Bay	WMC with HA
	Creation of a BUTE collection of properties across the region	CCC with National Trust and Cadw
	Developing urban sports adventure activities including: zip lines, mountain biking, BMX and skate boarding, cycling routes, Parkour, urban running, mass participation activities, geocaching, associated urban camping and festival sites	CCC, White Water Centre, HA, VW, Sport Wales, local clubs, private sector
	Development of maritime heritage related activities including a three city program involving Liverpool and Belfast with Cardiff	Maritime Wales, MHT, CCC, other city councils, WG

STRATEGIC AND TRANSFORMATIVE PROJECTS AND INVESTMENTS

The actions listed above give focus for the collective efforts over the next five years. It will be essential for the city to increase its activity and commitment to identifying, attracting and securing investment in further, major, capital projects to ensure that the destination remains competitive, differentiated and highly appealing over the next 10-15 years.

This means an unrelenting and aggressive approach to create an economic, cultural, planning and political environment that is good for growing tourism and attracting investment.

There are a number of strategic and, potentially transformative projects already under consideration: some have progressed to the feasibility and business planning stages of their development, others are at the concept stage. All have been borne out of careful research and analysis, of both need and demand, in a raft of studies commissioned over the past three years.

TABLE 4: THE STRATEGIC PROJECTS:

PROJECT	DESCRIPTION	STAGE OF DEVELOPMENT
International Arena	Large capacity, multi-purpose arena	Concept prepared and business case tested, site near city centre.
International convention centre	International standard conferencing and meetings centre	To be reviewed.
Creatures of the Bay	Major world class visitor attraction and cultural animation of the Bay area	Concept and feasibility study to be completed, business case prepared. Target Phase One completion 2018, Phase Two open by 2020.
The Science of the Seas and the World of Water incorporating a maritime heritage centre/museum	Major world class science attraction for the Bay area	Concept being prepared prior to business case
Contemporary	Major world class art gallery	Concept being prepared

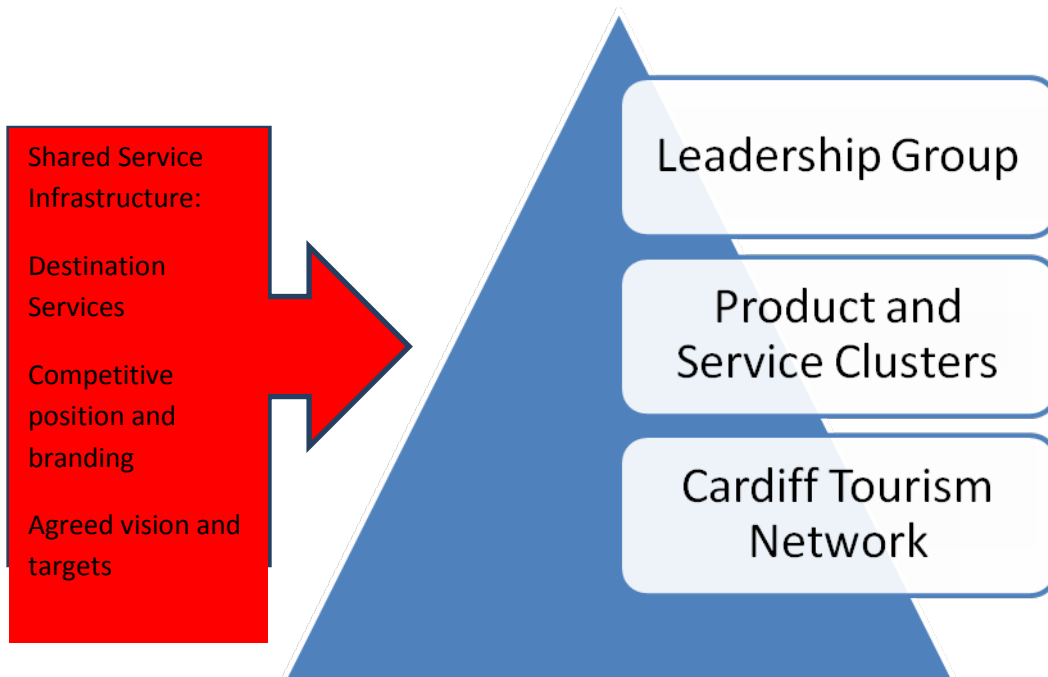
Art Gallery with associated outdoor sculpture park	for permanent and touring exhibits in Bay area	prior to business case
Welsh National History Museum (refurbishment)	Major investment at St Fagans	Funding secured, project designed, work commenced, opening in 2017/18
World of Sports Hall of Fame and Welsh Sporting Legends	Celebration of Welsh sporting legends and heroes and their global achievements	Concept proposal being prepared
Restoration of The Coal Exchange and regeneration of Mount Stuart Square	Potential hotel with restaurants, specialist retail and entertainment	Plans and discussions underway to secure investor and developer
Hotel and 'poshostel' development	Various locations	Review of existing planning permissions and design of new investment program
Chapter Arts Centre	£6m planned extension and modern art spaces	Plans announced and fund raising underway
A Brewery Attraction	New city centre attraction	S A Brains as potential partner
Viewing Platform or high level roof garden and view point	Opportunity for city centre and / or the Bay	Opportunities to be explored
Completion of the International Sports Village	Inject momentum for completion	Review and renew existing plans
Road Dahl festival and attraction	Work with RDFoundation, VW and others to create world class festival and potential for permanent attraction	Review

THE ORGANISATIONAL APPROACH

The delivery of these actions depends upon:

- A strong leadership group
- Strength of the mandate to deliver
- Collective and integrated efforts through a effective Cardiff tourism network AND core tourism and investment team approach within CCC
- Ownership of the actions through product and service clusters
- Common understanding of who does what
- Pooling of resources
- Political support at all levels
- Monitoring and evaluation by the leadership group
- Community involvement and support

A recommended organisational approach is described below.



The product and service clusters have to be self-regulating and based on current groupings where these exist and are deemed to be fit for purpose. They require a multi-interest and departmental approach ensuring innovation, creativity and integration at all times.

Service Clusters:

- Transport: Airport, Metro, Rail, Bus, Highways, Parking,
- Safety and Streetscene: Blue light services, public realm, environmental services, city 'dressing'
- Investment and Enterprise: Property, business, finance
- Training and Skills: FE, HE, Training providers, DWP, Sector Skills

Product Clusters

- Culture and Creative: Cadw, Castle, Cathedral(s), WMC, NMW, RWCMD, NOW, WNO, ACW, LW, NTW, Sherman, LUMEN, Artes Mundi, Ffoto Gallery, Cardiff Contemporary partners, Chapter, BBC, No Fit State Circus, Universities, Accommodation, etc
- Retail and Entertainment: St David's Two, Mermaid Quay, Arcades, Brains, Cinema chains, Hospitality, Mermaid Quay, ISV
- Business Tourism: Venues, Accommodation Providers, Universities and colleges, Airport,
- Sport: WRU, FAW, Cardiff Blues, Cardiff City, Harbour Authority, Sports Council, Cardiff Devils, Glamorgan Cricket, sports clubs, Accommodation etc
- Urban Adventure: Activity Providers, cycle hire, Rights of Way, Parks, Hostels, White Water Centre, Sport Wales, private sector
- Events and Festivals: Cardiff Contemporary, Artes Mundi, WRU, FAW, City Centre Management, Major Events Unit WG
- A RESIDENTS or COMMUNITY Forum

These clusters MUST BE ACTION FOCUSED and will be tasked with providing:

- Product development requirements
- Implementing key actions
- Campaign content
- Campaign delivery
- Events stimulation (public, corporate or association)
- Liaison with other clusters to deliver campaigns/ events
- Investment needs
- Every cluster must aim to develop products in association with at least one other cluster

The shared destination services are delivered by the City of Cardiff Council for and on behalf of all partners:

- Destination Manager (i.e. named individual)
- Secretariat and support for the Leadership Group
- Support services and coordination of the cluster groups
- What's On Listing and Forward Clash Diary for the City (Region)
- Visit Cardiff Website
- Major Event support unit
- Branding Toolkit
- Research Observatory

Leadership Group

This will be established as a destination management and marketing organisation (DMMO) within the Cardiff Business Council.

The group will be a Board with an independent Chair. It will consist of 8 other persons including: nominated representatives of each the FIVE service and product clusters together with: representatives of Cardiff Council's SMT, Visit Wales and Cardiff Capital Region Board.

The independent Chair should have strong leadership skills and be widely regarded as the 'Mr/ Ms Cardiff tourism' both internally and externally.

Tasked with:

- Being the acknowledged point of contact for all aspects of tourism in the city and the city region
- Working closely with Visit Wales
- Articulating and stewarding the brand 'narrative' and ensuring synergy between the city/city region brand and that for Wales
- Prioritising investment for tourism in the city and ensuring their alignment with the priority markets and brand proposition for Wales
- Signing off campaigns and action plans
- Setting headline targets (e.g. 'Double Overnight Tourism Value by 2020')
- Monitoring and Evaluation
- Developing the strategic vision for tourism
- Leading Cardiff TBID
- Identifying resourcing and financing of the programme
- Developing KPIs.

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

ECONOMY & CULTURE SCRUTINY COMMITTEE

8 DECEMBER 2016

PARC CEFN ONN PROJECT

Purpose of report

1. To provide with background to the Parc Cefn Onn Project, enabling Members to scrutinise the delivery of this project.

Background

2. A Parks Partnership Programme was approved by Cabinet in February 2004 as a means of providing a strategic approach to the leverage of Heritage Lottery Fund (HLF) funding into public parks over a ten year period. The programme focussed on six parks; Bute Park; Roath Park; Parc Cefn Onn; Cathays Park; Forest Farm and; Splott Park.
3. In 2008, Bute Park was awarded a £3.1m HLF contribution toward a £5.6m four year project. A commitment was also made to prioritise Parc Cefn Onn as the next park to receive focus for funding and HLF bids.

Parc Cefn Onn

4. Parc Cefn Onn is a Grade 2 listed country park located in north Cardiff, in the electoral ward of Lisvane. The park originated in private ownership and was not open to the public until acquired by the Council in 1944 for £7,500. The park now

contains a number of waymarked woodland walks, a wildlife explorer trail for children, links to Caerphilly Ridgeway walk and a picnic field.

5. The park has an active 'friends group' – Friends of Parc Cefn Onn (<http://www.friendsofcefnonn.org.uk/wp>). This voluntary group meets monthly to undertake various work throughout the park, assisting Cardiff Council Parks Department, developing and distributing promotional material and compiling records of plants and animals within the park.
6. In July 2016 it was announced that Parc Cefn Onn has been awarded a £459,900 grant from the Heritage Lottery Fund as part of its Parks for People programme. This aims to support valued green spaces at the centre of communities to make places better to visit, live and work in.
7. A Cardiff Council press release reported ¹ that the money had been granted to undertake the following:
 - Develop the historic summerhouse as a garden feature using it to interpret the story of the historic gardens.
 - Upgrade the historic Dingle rockery, including the restoration of historic views.
 - Upgrade the main pond in the park.
 - Make access improvements including upgrading paths to be suitable for mobility scooters; providing ramped, wheelchair friendly access to the upper picnic lawn and providing 4 x 4 electric mobility scooters (and charging points).
 - Develop links with local health providers to encourage local use of the park to improve management of chronic health conditions.
 - Improve seating provision to accommodate the less mobile.

¹ http://cardiffnewsroom.co.uk/r/13093/historic_cardiff_park_awarded__459_000_heritage_lottery

- Upgrade toilet facilities in the park.
- Carry out nature and biodiversity improvements.
- Provide new interpretation and education offers including improved signage information, creation of an outdoor classroom area and new interpretation and educational materials to encourage access by educators, therapists and carers.
- Enhance the maintenance regime of the park.
- Create a 3 year part-time Ranger post to support the management of the site based mobility scooters.

Directorate Delivery Plan

8. The City Operations Directorate Delivery Plan contains the following Service Commitments in order to support the Improvement Objective 'Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure' :

- Parks Partnership Programme - Review programme, commence delivery of second park and determine future priorities for improvement.
- Progress the Parc Cefn Onn Project (Access & Health 2016-19) through the Parks for People Heritage Lottery Fund Funding stream.

Way Forward

9. Councillor Bob Derbyshire, Cabinet Member: Environment has been invited to attend and may wish to give a statement. Jon Maidment – Operation Manager Parks & Sport and Rosie James – Principal Landscape Officer will also be in attendance to deliver a presentation and to answer Members' questions.

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.

Recommendations

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

Davina Fiore
Director, Governance and Legal Services
2 December 2016

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CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE

8 DECEMBER 2016

**QUARTER TWO 2016/17: 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.
3. This report presents the Q2 performance report for the Directorates listed above, and highlights the areas relevant to this Committee terms of Reference.

Background to Performance Report

4. The Economy and Culture Scrutiny Committee trialled a new approach to scrutinising performance for the 2015/16 work programme. The agreed approach was 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. 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.
6. This approach has been adopted again for the 2016/17 work programme. The Quarter 2 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.

Performance Management in Cardiff

7. The January 2016 'Wales Audit Office (WAO) Corporate Assessment Follow On Report' stressed the importance of the Council building on its capacity and mechanisms for internal challenge and self-assessment. In response to the 'WAO Corporate Assessment Follow On Report' the Council acknowledged that there is a need for more consistency around performance management and benchmarking. The Council is of the view that the framework and mechanisms for effective performance management and reporting have been in place for a while; however, there is scope for further improvement – particularly in terms of the scope for strengthening the relationship between the Central Performance Team and Service Directorates.

8. To drive further improvement the Council recruited a new Head of Performance & Partnerships in early 2016. Since his appointment he has been given the task of refreshing the Council's performance management approach and as a consequence of this work, the Quarter 2 Delivery & Performance Report 2016/17 is now presented in a different format to the one which was presented for 2015/16. The new report is designed to tie in with the Council's new integrated strategic planning framework.

The Council's Strategic Planning Framework

9. The Council's integrated strategic planning framework to deliver its vision of Cardiff as 'Europe's most liveable Capital City' spans the City's overall performance (via the *What Matters* Single Integrated Plan and *Liveable City* Report); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Performance and Development Reviews.
10. The *Corporate Plan 2016-18* was approved at Council on 25 February 2016. It set out four Priorities and 12 Improvement Objectives for Cardiff. The four Priorities are listed as:
 - Priority 1: Better education and skills for all;
 - Priority 2: Supporting vulnerable people;
 - Priority 3: Creating more and better paid jobs;
 - Priority 4: Working together to transform services.
11. To tie in with the new reporting approach the new quarterly delivery & performance reporting structure now includes information for each Directorate on the following:

- **Measures** – this focuses on the performance indicators relevant to the Directorate;
- **Priorities** – this sets out the improvement objectives, commitments and progress / issues/ mitigating actions against the Corporate Plan Priorities relevant to the Directorate;
- **Challenges & Achievements** – this sets out the key challenges and achievements of the Directorate.

Performance Support Board

12. The Council's previous approach to performance management focused the use of performance information within the most strategic parts of the organisation, to ensure that these strategic audiences are considering strategic performance issues. It is also critical to ensure that underneath the strategic layer there are mechanisms in place which allow for effective engagement and support of operational performance issues.
13. In parallel with developing a coherent cross-organisation approach to service planning – which will, by default, create a new body of consistent performance information – the Council is in the process of introducing a Performance Support Board (PSB) model. The PSB would provide support to service performance and allow the Cabinet, scrutiny committees and the Senior Management Team (SMT) to focus on strategic performance issues.
14. It is expected that the primary roles of the PSB will be to support specific areas of service improvement, investigate areas of performance that are highlighted by robust data analysis, and provide a corporate overview for those performance measures that are not received by SMT, Cabinet or scrutiny committees. It is hoped that this approach will provide the organisation with confidence that measures mandated by Welsh Government but not included in outcomes-focused scorecards are receiving due attention.

15. It is anticipated that each Directorate will have a lead performance officer who will, together with the central Performance Team, analyse and challenge work to help inform the PSB's agenda.

Publishing Performance Information on the Internet

16. To reinforce the Council's move to a culture of accountability, this refresh of performance arrangements presents an opportunity for Cardiff residents to access key performance information in a way that is immediately engaging. Council employees should also have access to online performance information that helps them understand the contribution they are making towards achieving organisational aims. It is therefore proposed that the Council publishes information about its performance on www.cardiff.gov.uk.
17. The published information would focus on the outcomes the Council is trying to achieve – the four Priorities – and, therefore, correlate to the performance measures used at Cabinet and scrutiny committees. Information will be presented in a way that is engaging to a wide variety of people by using infographics. The aim would then be to report on all measures (in spreadsheet or similar format) in time.

Refresh the Council's Performance Management Strategy

18. In light of recommendations made in the WAO's latest report, the Framework element of the Performance Management Strategy will be updated to include guidance around timelines that support current processes. The most significant aspect of this refresh will be embedding it into the organisation's culture. Mostly, this will be achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and used will require the Central Performance Team to engage and work proactively with service managers and performance leads.

Quarter 2 Delivery and Performance

19. The following Quarter 2 Directorate Performance reports are included as appendices:

- **Appendix B** – Economic Development Q2 performance.
- **Appendix C** – City Operations Q2 performance.
- **Appendix D** – Communities, Housing and Customer Services Q2 performance.
- **Appendix E** – Council Overview Scorecard.
- **Appendix F** – RAG Status Matrix.

20. The performance information relevant to this committee has been highlighted using the following colour system:

- Green – Economic Development.
- Pink – City Operations.
- Orange – Communities Housing and Customer Services.

Members may wish to note that the figures within **Appendix E** relate to the whole Directorate, and that the performance of the individual elements applicable to this Committee are not separated out.

21. The Directorate Quarter 2 Delivery & Performance Reports 2016/17 examine a number of performance areas including:

- Progress made against Performance Indicators;
- Progress made against Corporate Priorities and Directorate Priorities;
- Progress made against Key Challenges and Key Achievements.

22. The following approach has been chosen for the scrutiny of Quarter 2 performance:

- The Communities, Housing and Customer Services Directorate has been asked to appear at Committee to present on Quarter 2 performance and receive questions from Members. **Appendix D** details the individual performance of the Communities, Housing and Customer Services Directorate. The information relevant to this Committee has been highlighted in orange.
- The Director of City Operations has not been requested to attend the meeting. The key area of focus for this Committee in this Directorate is the leisure partnership with Greenwich Leisure Limited. The Directorate has been requested to provide a written progress update on this partnership, which comes into effect on 1 December 2016 – this update will be circulated in advance of the meeting and marked as **Appendix G**. **Appendix C** details the individual performance of the City Operations Directorate. The information relevant to this Committee has been highlighted in pink.
- The Economic Development Directorate has not been requested to attend the meeting. The majority of indicators and commitments are rated ‘green’, and Members have recently considered items on Council Business Support and Dumballs Road. At the December Committee Meeting Members will be considering progress against the Cardiff Tourism Strategy and Action Plan, which will capture further initiatives listed within the Q2 Performance report. Finally, Members are due to consider the Cultural Alternative Delivery Model at their January meeting. **Appendix B** details the individual performance of the Economic Development Directorate. The information relevant to this Committee has been highlighted in green.
- Any comments Members may have with regard to the performance of the City Operations and Economic Development Directorates can be captured and submitted within the Chair’s Letter as discussed during the meeting’s Way Forward.

Communities, Housing and Customer Services Q2 Performance

23. It was agreed by SMT that all performance indicators that are not subject to central government thresholds will be automatically RAG rated using a formulaic approach, whereby anything hitting target or above will be Green, anything 0.1% - 10% off target will be Amber and anything off by more than this will be Red.

Priority 3 – Creating More and Better Paid Jobs

24. Under the Corporate Plan Commitment of 'Creating More and Better Paid Jobs' the following Commitments were marked 'green' (meaning the Commitment is on course to be delivered on time, on budget and to achieve the desired outcome):

- increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.
(improved position as marked amber/green in Q1).
- By March 2017, the Into Work service will:
 - Offer taster sessions in different employment sectors.
 - Hold 2 major Jobs Fairs in collaboration with partner agencies.
 - Hold guaranteed interview events in community buildings across the city.
 - Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations.

25. The following Performance Indicators, used to achieve the performance objective 'Adult Learners Achieve their potential' are all marked 'green':

- The number of visitors to Libraries and Hubs across the City.

- Percentage of Into Work Service users who feel more ‘job ready’ as a result of completing a work preparation course.
- Number of individuals assisted through Into Work Services.

Priority 4 – Working Together to Transform Services

26. Under the Corporate Plan Commitment of ‘Working Together to Transform Services’ the following Commitment is marked ‘amber/green’ (the following definition is given within **Appendix F** – “Some Issues. Delivery of the commitment is either delayed, or will not achieve the all the desired outcomes. Issues can be managed with the Directorate and does not require escalation.”):

- Progress the agreed Community Hubs development programme by delivering new Hubs in:
 - Fairwater by June 2016.
 - Splott by October 2016.
 - Llanedeyrn by December 2016.
 - Llandaff North by January 2017.
 - Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016.

27. Members may also wish to note the following information given for the Communities, Housing and Customer Services Directorate within the Council Overview Scorecard (**Appendix E**):

Projected Budget Outturn 2016-17 – the Communities, Housing and Customer Services Directorate is projected to spend its budget allocation.

Percentage of Projected Savings 2016-17 – the Communities, Housing and Customer Services Directorate is on course to achieve approximately 67.5% of the savings identified for 2016/17

Staff Budgets, Overtime & Agency – combining staff, agency and overtime expenditure, the Communities, Housing and Customer Services Directorate has spent just under 50% of its annual staff budget by the end of Q2.

Sickness Absence - FTE Days Lost Per Person – based on Q2 figures the Communities, Housing and Customer Services Directorate is forecast to deliver approximately 11 FTE Days Lost Per Person (against a target of 9.5 FTE days)

Way Forward

28. At the meeting, Councillors Peter Bradbury and Daniel De’Ath will be joined by Sarah McGill (Director of Communities, Housing and Customer Services) to present on Q2 Performance and answer questions that Members might have.

29. Members will have the opportunity to discuss and comment on the performance information provided for the relevant areas of the City Operations and Economic Development 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

30. 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

31. 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.

Davina Fiore
Director, Governance and Legal Services
2 December 2016

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TERMS OF REFERENCE OF THE ECONOMY & CULTURE SCRUTINY COMMITTEE

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 City Region City Deal
- Inward Investment and the marketing of Cardiff
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- 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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Quarter 2 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury & Hinchey
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Corporate Plan Priorities

Performance Indicator	Q2 2016-17	Target 2016-17	Q2 2015-16	Q1 2016-17	Outturn 2015-16	RAG	Source	Commentary
Sqft of 'Grade A' office space committed for development in Cardiff (cumulative result)	231,000	150,000	180,000	156,600	316,211	G	CP	
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	499	500	1,653	214	4,304	G	CP	

Priority 3. Creating more and better paid jobs / Improvement Objective: 3.1 Cardiff has more employment opportunities and higher value jobs

Improvement Objective summary of progress (encapsulating commitment outcomes)

The Central Square regeneration project is progressing well.

Number 1 Central Square is fully occupied and construction has commenced on No 2. The BBC HQ

construction is now above ground. Pre planning consultation is underway on building No 4. The site north of Wood St has been pitched for a major relocation project.

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Work has commenced on building No 3 Capital Quarter which will provide an addition 75,000 sq ft of grade A offices.

Negotiations regarding the Dumballs Road regeneration are on-going.

Incubation and workshop space has been officially opened at the Tram Shed and former Royal Bank of Scotland site.

To date, 499 jobs created /safeguarded through Council support. Strong current pipeline of office enquiries including Government Property Unit (350,000 jobs).

The Cardiff Capital Fund has been fully utilized.

The City Deal Programme Management Office has been established. Cardiff will lead on the Growth and

Issues/Mitigating Actions/Next Steps

Issues:

Mitigating actions:

Next key steps:

Quarter 2 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury & Hinchey
Competitiveness Commission and establishing a Growth Partnership.			
Work is progressing at the International Sports Village. Planning permission has been obtained for a temporary car park at the rear of Retail 3. Removal of the temporary rink is underway. Discussions ongoing with the developer regarding the next phase development plan.			
Commitments (Part 1 in Delivery Plans)			
Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018			
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery			
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017			
Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017			
Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017			
Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017			

Corporate Plan Priorities

Priority 3. Creating more and better paid jobs / Improvement Objectives: 3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

Improvement Objective summary of progress (encapsulating commitment outcomes)

Commenced Pre-application Statutory Consultation. A review will be undertaken as part of the formal planning application which is to be submitted in November.

Issues/Mitigating Actions/Next Steps

Issues: Agreeing a financial plan for the delivery of the bus interchange.

Mitigating actions: Advisors appointed to undertake a detailed business plan.

Next key steps: Complete statutory pre-application consultation process ready for the planning application submission in November.

Quarter 2 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury & Hinchey			
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Commitments (Part 1 in Delivery Plans)

Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by Dec 17	Q1	Q2	Q3	Q4
	A/G	G		

Corporate Plan Priorities

Priority 4. Working together to transform services / Improvement Objective: 4.1 Communities and partners are actively involved in the design, delivery and improvement of highly valued services

Performance Indicator	Q2 2016-17	Target 2016-17	Q2 2015-16	Q1 2016-17	Outturn 2015-16	RAG	Source	Commentary
WMT/009b - % of municipal waste collected by local authorities and prepared for reuse and/or recycled	55.15%	60%	64.28%	55.15%	58.18%	A	CP	The results shown in the table are for Q1 as provisional results are not available for Q2. Achieving the annual target will be challenging.
WMT/004b - The percentage of municipal waste collected by local authorities sent to landfill	1.6%	25%	4.72%	1.6%	7.51%	G	O	The results shown in the table are for Q1 as provisional results are not available for Q2.

Improvement Objective summary of progress (encapsulating commitment outcomes)

Commercial Services has now been set up this represents a key milestone in the Infrastructure Programme.

Established Commercialisation Board to ensure the new approach to the delivery of Commercial services is fully operational and governed by the end of the financial year.

At the end of Q2 we completed service improvement plans for the Commercialisation Project work streams which are Commercialisation, Workforce Development, Cross Cutting, CTS, Total FM and Recycling Waste Services. Some highlights over the quarter are:

Commercialisation: Short term commercial marketing activities have been identified.

CTS: Investment Review Board approved procurement and installation of Tranman a Fleet Management IT system. The IT system will be a key enabler for achieving the financial and

Issues/Mitigating Actions/Next Steps

Issues:

- 1 Statutory building maintenance compliance.
- 2 Stakeholder support for the proposed in house alternative delivery model.

Mitigating actions:

- 1 Ongoing work with schools and account manager roles moving forward.
- 2 The in house alternative delivery model approach has been supported and engagement is ongoing with staff, politicians and trade unions on the way forward.

Next key steps:

- 1 Asset Management system to be in place by the end of the year and an asset register shortly after.
- 2 Preparation of a three year business plan to deliver service improvements

Quarter 2 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury & Hinchey			
operational performance improvements.		and efficiencies.				
Total FMI: Commenced engagement with Enterprise Architecture and other departments to develop a suitable asset management system (RAMIS) that enables the council to effectively discharge its duties as corporate landlord. In the interim, Cardiff is using Caerphilly's system. Recycling Waste Services: Undertaking a review of new commercial waste recycling packages and pricing structures exploring business cases for new services with neighbouring authorities.						
Commitments (Part 1 in Delivery Plans)						
Ensure the new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, is operational by March 2017		Q1	Q2	Q3	Q4	
		G	G			
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017		A/G	A/G			
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016		A/G	G			

Corporate Plan Priorities

Priority 4. Working together to transform services / Improvement Objective: 4.3 The City of Cardiff Council makes use of fewer, but better, buildings

Performance Indicator	Q2 2016-17	Target 2016-17	Q2 2015-16	Q1 2016-17	Outturn 2015-16	RAG	Source	Commentary
% Reduction in Gross Internal Area (GIA) of buildings in operational use	0.9%	4.2%	n/a	0.90%	3.5%	G	CP	
% Reduction in total running cost of occupied operational buildings	2.2%	4.4%	n/a	1.20%	2.7%	G	CP	
Reduction in maintenance backlog (£)	£3,054,000	£3,200,000	n/a	£451,320	£4.3m	G	CP	

Quarter 2 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury & Hinchey
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Improvement Objective summary of progress (encapsulating commitment outcomes)	Issues/Mitigating Actions/Next Steps	Q1	Q2	Q3	Q4
<p>Advisor appointed in Q1 to assist with the review of all investment assets and to develop an Investment Estate Strategy.</p> <p>Progressing Corporate Asset Management Plan targets. £2,401,710 capital receipts achieved to date.</p> <p>Completed the assignment of Global Link and the move of staff to County Hall, including agile working arrangements for Social Workers. Completed Insole Court community asset transfer (CAT), which was the largest CAT in Wales.</p> <p>Business Case for Asset Management Information software has been reviewed and aligned with H&S IT requirements. The business case will be presented to the Investment Review Board in November. It is anticipated procurement will be commenced at the end of the year.</p>	<p>Issues: Complete Investment Estate Strategy and present to Cabinet in Q3.</p> <p>Mitigating actions: Advisor appointed to assist.</p> <p>Next key steps: Present strategy to Cabinet in Q3</p>				
Commitments (Part 1 in Delivery Plans)					
Implement new Investment Estate arrangements in order to improve performance and returns by March 2017		G	G		
Implement annual Corporate Asset Management Plan by March 2017 to deliver £1.6m of revenue savings and £3.78m of capital receipts through Property Rationalisation		G	G		
Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017		G	G		

Corporate Plan PIs (total 10 of which 4 are annual)

RAG	Red % (No)	Amber % (No)	Green % (No)	Notes*
Q1			100% (5)	
Q2		17% (1)	83% (5)	Please note the result for WMT/009b is reporting the quarter 1 period.
Q3				
Q4				

Progress against Corporate Plan Commitments (Part 1) total: Q2 -11

Progress against Directorate Core Business Actions (Part 2) total: 9

Quarter 2 2016-17 Directorate Performance Report

Directorate: Economic Development		Director: Neil Hanratty		Number Employees (FTE): 925		Cabinet Members: Cllrs Bale, Bradbury & Hinchey			
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0% (0)	11% (1)	11% (1)	78% (7)	Q1	0% (0)	0% (0)	11% (1)	89% (8)
Q2	0% (0)	0% (0)	9% (1)	91% (10)	Q2	0% (0)	0% (0)	22.2% (2)	77.8% (7)
Q3					Q3				
Q4					Q4				

Q2 Other Challenges & Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
	Mitigating Actions	Q1	Q2	Q3	Q4
Cultural Alternative Delivery Model – deliver the outcomes the Council anticipated subject to final negotiations.		A/G	A/G		
Current absence and staff vacancies – absence of staff in key posts is making delivery of day to day operations difficult.	Initiated recruitment process for vacant workshop manger post. Established robust management of sickness and monitored at operational meetings with strong adherence to the Attendance & Wellbeing Policy.	N/A	A/G		
To undertake a comprehensive review of statutory compliance in regard to the Council operational estate including schools.	Application for funding to be presented to IRB in November.	N/A	R		
To improve the income produced by the Mansion House.	A detailed feasibility study has been progressed and will be completed this year.	A/G	A/G		
To progress delivery of the Tourism Strategy actions.	Engage with the newly formed Business Improvement District to establish the required links with business to progress the strategy.	N/A	A/G		
Key Achievements (Good News and Successes) (Max. five)					
The Tram Shed – officially launched.					
Cardiff Capital Fund – now fully allocated.					
City of the Unexpected – supported delivery of the largest event in Wales.					
Business Improvement District – ballot successful.					
Completed the largest CAT in Wales.					
Supported the completion of the STAR Hub.					
Supported Fan-zones and the Home Coming Event relating to the European Football Championship.					

Quarter 2 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire & Bradbury
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Corporate Plan Priorities

Priority 3. Creating more and better paid jobs / Improvement Objective: Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

Performance Indicator	Q2 2016-17	Target 2016-17	Q2 2015-16	Q1 2016-17	Outturn 2015-16	RAG	Source	Commentary
THS/007 - % of adults aged 60+ who hold a concessionary bus pass	97%	94%	94.6%	92.1%	96.5%	G	CP	Target exceeded for Q2 and increased on position at Q2 and end of year 2015-16
PLA/004 (a) - % of major planning applications determined during the year within 13 weeks	53.8%	25%	14.2%	37.5%	12%	G	DP	Target exceeded for Q2 and increased on position at Q2 and end of year 2015-16
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	80.3%	80%	68.3%	80.8%	71.4%	G	DP	Target exceeded for Q2 and increased on position at Q2 and end of year 2015-16

Improvement Objective summary of progress (encapsulating commitment outcomes)

Issues/Mitigating Actions/Next Steps
<p>Transport infrastructure - Partnership working (Metro) with the Welsh Government and Local Authorities and stakeholders in the Region is progressing. The Directorate is seeking Cabinet approval in October to publish the Transport Strategy as a tool for communication and engagement with the public and transport. Key themes for the Cycle Strategy have been identified and targeted stakeholder workshops have been undertaken. Work is taking place with Corporate Finance to identify how funding can be achieved to support the Highways Asset Investment Strategy. Strategic Planning - Initial scoping of Green Paper has commenced to draw together to capture the draft masterplans for the wider city centre and bay areas. Meetings continue at Leader/Chief Executive level along with South East Wales Directors of Environment and Regeneration (SEWDER) and South East Wales Strategic Planning Group (SEWSPG) in order to reach a position where consensus is reached on how it is considered to best move forward in preparing a Regional Plan.</p> <p>Issues: Strategic work taking place. Resultant action needs to be aligned with resources.</p> <p>Mitigating actions: Detailed work taking place to analyse funding sources and phasing of projects.</p> <p>Next key steps: Develop deliverable business plans.</p>

Quarter 2 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire & Bradbury
Commitments (Part 1 in Delivery Plans)			
Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017 – being reported by Economic Development			
Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro		A/G	A/G
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016		A/G	G
Deliver first phase of the Action Plan for Cardiff Bay by December 2016		G	A/G
Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021		A/G	A/G
Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016		A/G	R/A
Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016		G	A/G

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Corporate Plan Priorities

Priority 3. Creating more and better paid jobs / Improvement Objective: Communities and partners are actively involved in the design, delivery and improvement of highly-valued services

Performance Indicator	Q2 2016-	Target 2016-17	Q2 2015-16	Q1 2016-17	Outturn 2015-16	RAG	Source	Commentary
PPN/009 - % of food establishments which are 'broadly compliant' with food hygiene standards	93%	94%	93.8%	93.5%	93%	A	CP	We assess businesses through a programme of inspections and advice and premises are deemed to be broadly compliant if specified risk scores are achieved for cleanliness, structural issues and confidence in the management of the business. The number reflects those premises that have a Food Hygiene Rating of 3 or above and 93% is in line with the UK average
STS/006 - % of reported fly tipping incidents cleared within 5 working days	98%	90%	96.9%	97.91%	97.9%	G	CP	Target exceeded for Q2 and increased on position at Q2 and end of year 2015-16
SC/001 - % of highways and relevant land inspected of a high or acceptable standard of	98%	90%	85.1%	93.33%	88.3%	G	LBI	Target exceeded for Q2 and increased on position at Q2 and end of year 2015-16

Quarter 2 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire & Bradbury
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cleanliness									
Improvement Objective summary of progress (encapsulating commitment outcomes)									
<p>Play ADM - arrangements for Llanedeyrn concluded, negotiations continuing with various groups for Grangetown, Sploitt, Ely & Riverside with planned conclusion by 31st March 2017. The recent announcement by WAG on Communities First funding does mean that there are real concerns about meeting this timeline as Communities First is involved in some way with all of the organisations disusing Community Asset Transfers with us. Leisure ADM - procurement process ended with operator identified and contract discussions underway as well as a mobilisation plan for the operator to be effective from 1st December 2016. Neighbourhood Services ADM - work is ongoing with the frontline Officers to move them into the new way of working. Early indicators are positive and the Neighbourhood Services strategy is being reviewed as we proceed to ensure that any gaps are closed or opportunities are taken forward.</p>					<p>Issues: Currently meeting respective timelines but Communities First funding is a concern and will have an impact on budget. Regarding Leisure ADM, from a Council perspective the timeline seems very challenging but the operator is confident it can be met.</p> <p>Mitigating actions: Seeking urgent meetings with each of the Communities First groups along with the organisations that they are involved with to see what actions can be taken. All programmes being proactively managed to deliver effectively.</p>				
Issues/Mitigating Actions/Next Steps					Q1	Q2	Q3	Q4	
<p>Next key steps: As above</p>					G	A/G			
Commitments (Part 1 in Delivery Plans)									
<p>Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning model is in place</p>									
<p>Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016</p>									
Q1	Q2	Q3	Q4	A/G	G	A/G	G	G	

Corporate Plan PIs (15)

RAG	Red % (No)	Amber % (No)	Green % (No)	Notes*
Q1	0	0	24% (4)	17 Performance Indicators are included in the Directorate Delivery Plan; 8 are annual and 9 are of a quarterly collection frequency, of which 5 results are awaiting validation.
Q2		6.6% (1)	33.3% (5)	10 PIs have no results as yet, either because they are annual or they are awaiting validation
Q3				
Q4				

Quarter 2 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire & Bradbury
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Progress against Corporate Plan Commitments (Part 1) total: 8

RAG	Red	Red/Amber	Amber/Green	Green
Q1	0	0	50% (5)	50% (5)
Q2	0	12.5% (1)	62.5% (5)	25% (2)
Q3				
Q4				

Progress against Directorate Core Business Actions (Part 2) total: 31

RAG	Red	Red/Amber	Amber/Green	Green
Q1	0	18% (6)	39% (13)	43% (14)
Q2	3.2% (1)	9.7% (3)	45.1% (14)	42% (13)
Q3				
Q4				

❖ Note: above outcomes have reduced in number in Q2 due to Commercial & Collaboration moving to Economic Development

Q2 Other Challenges & Achievements

Key Challenges for Directorate – other than noted above (Max. five)

Mitigating Actions	Q1	Q2	Q3	Q4
Budgets – deliver and define balanced budget for 2016-17	R/A	R/A		
Done, implement and embed service alternative delivery models (Play, Leisure & Neighbourhood Services)	R/A	R/A		
Funding to support Asset Maintenance & Renewal Strategy		R/A		

Key Achievements (Good News and Successes) (Max. five)

ADM approach - Neighbourhood Services Balanced Scorecard and Performance Dashboard developed and starting to be implemented - Love where you live and Neighbourhood blitz campaigns being successfully rolled out
Performance indicators - Strategic Planning Performance Indicators continue to meet and exceed planning application determination targets (see above). Welsh Government confirms we are getting better in relation to street cleanliness, road condition and food hygiene performance indicators
Awards - Bereavement Services pick up double APSE Award: Crematorium of the Year/Team of the year. Cardiff Dogs Home awarded Gold by RSPCA Cymru

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1080

Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale

Corporate Plan Priorities

Priority 3. Creating more and better paid jobs / Improvement Objective: **Adult Learners Achieve their Potential**

Performance Indicator	Q2 2016-17	Target 2016-17	Q2 2015-16	Q1 2016-17	Outturn 2015-16	RAG	Source	Commentary
The number of visitors to Libraries and Hubs across the City	618,573	1,245,321	Q2 Target: 1,100,000	1,016,096	3,068,228	G	CP	There has been an increase against the Quarter 2 result in 2015-16, showing in particular the success of the Central Library Hub, launched last year, encouraging more people to access the facilities available in the city centre.
Percentage of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course	99%	100%	90%	99%	99.6%	G	DP	The customer satisfaction with Into Work Services remains high.
Number of individuals assisted through Into Work Services	10,267	21,000	41,000	20,144	40,005	G	DP	The number of individuals assisted remains constant, matching the result for Quarter 2 in 2015-16.

Improvement Objective summary of progress (encapsulating commitment outcomes)

For the Learning for Work Adult Community Learning courses there are 2,494 enrolments to date, primarily for term 1, with many courses filled to capacity. The provisional success rate for the academic year 2015-16 was 94%, up from 87% in 2014-15.

Guaranteed interview events were held with Royal Mail across the Hubs and Dickens and Charles Street were assisted to recruit staff for a new café, with ring-fenced interviews held in the Grangetown Hub.

A major jobs fair held in St David's Hall on 7th September in partnership with Job Centre Plus was attended by over 2,000 jobseekers and 35 employers, with over 10,000 job vacancies live on the day. Same day interviews were available and one job seeker was offered a vacancy within 40 minutes of opening.

Quarter 2 also included the planning of a new Introduction to Childcare Course. With the changes to the Benefit

Issues/Mitigating Actions/Next Steps

Issues

The impact of the benefit cap on single parents.

Mitigating Actions

Childcare has been identified as a major source of employment opportunities for the affected client group.

Next Steps

A new Introduction to Childcare Course is being developed.

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale
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Cap particularly impacting on single parents, childcare has been identified as a major source of employment opportunities for the affected client group.

Commitments (Part 1 in Delivery Plans)

Increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.

By March 2017, the Into Work service will:

- Offer taster sessions in different employment sectors
- Hold 2 major Jobs Fairs in collaboration with partner agencies
- Hold guaranteed interview events in community buildings across the city
- Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations

Q1	Q2	Q3	Q4
A/G	G		
G	G		

Corporate Plan Priorities

Priority 2. Supporting Vulnerable People / Improvement Objective: 2.1: People at Risk in Cardiff are Safeguarded, 2.2: People in Cardiff have Access to Good Quality Housing
2.3: People in Cardiff are Supported to Live Independently

Performance Indicator	Q1 2016-17	Q2 2016-17 YTD	Target 2016-17	Q2 2015-16	Outturn 2015-16	RAG	Source	Commentary
Number of Landlords in Wales registered with Rent Smart Wales	13,759	26,450	26,000	New	New	G	CP	Rent Smart Wales is managing increasing demand as Landlords register in advance of the enforcement measures commencing later this year.
Percentage of new service requests to be managed within Independent Living Services as opposed to Social Care	43%	53%	50%	New	New	G	CP	The First Point of Contact team has been working extremely hard to ensure that the best possible outcome is found for the citizens contacting Independent Living Services. As a result of their continuing development and hard work the percentage of new requests to be managed within ILS as opposed to Social Care is above target for Quarter 2 at 62%.

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services		Director: Sarah McGill		Number Employees (FTE): 1080		Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale	
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	99%	90%	New	New	G	CP The drop below 100% is due to one intervention in August not being provided within 3 working days; this month received the highest reports of rough sleeping this year. A new approach to rough sleeping is currently being developed; this includes a review of resources for this function.
Additional weekly benefit awarded to clients of the City Centre Advice Team	£3,486,280	£6,117,449	Q2 Target: £5,000,000	£9,797,432	£4,691,685	G	CP This shows the continued good work of the money advice team, providing a key support to vulnerable people.
The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	87	82	70	94	94	R	DDP While performance is still above target, an improvement has been made since the last quarter. The number of empty properties is now the lowest it has been since Quarter 3 2012-13 and rent loss through voids has considerably reduced.
Priority 2. Supporting Vulnerable People / Improvement Objective: 2.1: People at Risk in Cardiff are Safeguarded							
Improvement Objective summary of progress (encapsulating commitment outcomes)							
2.1 Cabinet approval obtained for the overall approach to Domestic Violence Support Service recommissioning.							
Issues/Mitigating Actions/Next Steps Domestic Violence: Specification to be developed to ensure the fully commissioned domestic violence support meets the needs of service users and is fit for use.							
Priority 2. Supporting Vulnerable People / Improvement Objective: 2.2: People in Cardiff have Access to Good Quality Housing							
Improvement Objective summary of progress (encapsulating commitment outcomes)							
2.2 The Housing Partnering Scheme is progressing with both the Braunton and Willowbrook schemes achieving planning approval. To manage the impact of the Welfare Reform changes affordability assessments are undertaken to ensure tenants are aware of future financial implications. Offers by Council and RSLs to under 35s continue to be made as in previous years and further work is being done with social landlord partners to identify more ways that this group can be assisted.							
Issues/Mitigating Actions/Next Steps Welfare Reform: Changes in the Benefit Cap impacting on those under 35. Work is being carried out with Social Landlord partners to identify more ways those under 35 can be assisted. Growth in rough sleeping: Meetings have been held with partners including police and homeless charities to identify ways to address the growth in rough sleeping. A new strategic							

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale								
A RAG vulnerability assessment tool has been developed for use by Council and partners to prioritise help for those affected by the Benefit Cap. Consultation is taking place with Social Landlords and partners on how to best utilise the Discretionary Housing Payments to assist the most vulnerable.			<p>approach to rough sleeping is being formalised and will be made available shortly.</p> <p>Rent Smart Wales: Sign off of the enforcement process flows has been secured through the MOU now issued to local Authorities. IT Enforcement module is still in development, delaying the development of a complete set of training materials. Dates have been set for training in North and South Wales</p>								
Priority 2. Supporting Vulnerable People / Improvement Objective: 2.3: People in Cardiff are Supported to Live Independently											
Improvement Objective summary of progress (encapsulating commitment outcomes)											
<p>2.3 Rapid response adaptations process has been set up for Delayed Transfers of Care, ensuring that the request is acted upon as soon as it is received.</p> <p>A temporary First Point of Contact website has been set up while the final website is developed.</p>			<p>Issues/Mitigating Actions/Next Steps</p> <p>Independent Living: Launch of the First Point of Contact Website. The establishment of an Independent Living officer presence in the North Cardiff cluster to link up Health and the Council.</p> <p>More work is required to ensure that Health trigger requests for adaptations at the earliest opportunity.</p>								
Commitments (Part 1 in Delivery Plans)											
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by March 2017.			<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>G</td> <td>G</td> <td></td> <td></td> </tr> </tbody> </table>	Q1	Q2	Q3	Q4	G	G		
Q1	Q2	Q3	Q4								
G	G										
Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme as part of a phased approach by 2024, 40% of which will be affordable housing.			<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>G</td> <td>G</td> <td></td> <td></td> </tr> </tbody> </table>	Q1	Q2	Q3	Q4	G	G		
Q1	Q2	Q3	Q4								
G	G										
Develop a robust 5-year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types, whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord and council house building programmes.			<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>G</td> <td>G</td> <td></td> <td></td> </tr> </tbody> </table>	Q1	Q2	Q3	Q4	G	G		
Q1	Q2	Q3	Q4								
G	G										
Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing.			<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>G</td> <td>G</td> <td></td> <td></td> </tr> </tbody> </table>	Q1	Q2	Q3	Q4	G	G		
Q1	Q2	Q3	Q4								
G	G										

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale
Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents, and review related processes in preparation for the implementation of the enforcement provisions in November 2016.			
Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation.			
Review the management of accommodation used by Homelessness Services by March 2017.			
Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and assistance.			
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.			

Corporate Plan Priorities

Priority 4: Working Together to Transform Services / Improvement Objective: 4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services

Performance Indicator	Q1 2016-17	Q2 2016-17 YTD	Target 2016-17	Q2 2015-16	Outturn 2015-16	RAG	Source	Commentary
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	100%	99%	90%	NEW	NEW	G	CP	The Hub Customer satisfaction figures remain high, with services being developed to best suit the needs of each community.
Average time a call queues (seconds)	92	75	40	53	67	R	DP	The average wait time to be answered has been reduced across 2 quarters in a row, this time by 17 seconds.
Improvement Objective summary of progress (encapsulating commitment outcomes)								
The STAR Hub opened to the public on 26 th September following completion of the works.								
There are ongoing issues with the implementation of the Customer Relationship Management system.								
Issues/Mitigating Actions/Next Steps								
Hubs: Delivery programme for St Mellons Hub dependent on planning permission being secured for four development sites.								
Work has begun on the extension to the building in Llanedeyrn; the finished development will include hub facilities, library facilities and a café.								
Police will be based on site with offices on the first floor. The work is expected to be complete in May 2017.								

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale
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Work is ongoing in Llandaff North to transform the building into a modern hub environment, accommodating a wide range of community services and activities; construction is expected to be complete on 18th November.

Customer Relationship Management System: Changes in Quarter 1 did not improve performance levels significantly. The issue has been escalated through SAP's internal channels to Global Escalation status. SAP's global escalation team visited on site in September with a view to diagnose and resolve performance concerns. A five-week programme of work is in place and we are working closely with the supplier and supporting the activities.

Commitments (Part 1 in Delivery Plans)

Progress the agreed Community Hubs development programme by delivering new Hubs in:

- Fairwater by June 2016
- Splott by October 2016
- Llanedeyrn by December 2016
- Llandaff North by January 2017
- Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016

Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.

*DDP – Directorate Delivery Plan

Corporate Plan PIs (11)

RAG	Red % (No)	Amber % (No)	Green % (No)	Notes*
Q1	9% (1)	0	91% (10)	2 annual
Q2	0	0	100% (11)	2 annual
Q3				
Q4				

Progress against Corporate Plan Commitments (Part 1) total: 13

Progress against Directorate Core Business Actions (Part 2) total: 53

Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services		Director: Sarah McGill		Number Employees (FTE): 1080		Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale			
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0% (0)	7.5% (1)	7.5% (1)	85% (11)	Q1	0% (0)	4% (2)	9% (5)	87% (46)
Q2	0% (0)	8% (1)	15% (2)	77% (10)	Q2	0% (0)	0% (0)	11% (6)	89% (47)
Q3					Q3				
Q4					Q4				

Q2 Other Challenges & Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
	Mitigating Actions	Q1	Q2	Q3	Q4
SAP CRM roll out	Optimisation changes in Quarter 1 did not improve performance levels significantly and as a result the issue has been escalated through SAP's internal channels to Global Escalation status. SAP's global escalation team visited on site in September with a view to diagnose and resolve performance concerns. This is a five-week programme of work and Cardiff continues to work closely with the supplier in supporting the activities.		R/A		
Void turn - around times	Although significant improvements have been made the ambitious targets have yet to be achieved. A restructure is being carried out which will see the join-up of the repairs section of the work with the voids management section, both of which will sit under Landlord Services.		G/A		
Rent Smart Wales – The number of licences issued is below target	Landlords have been registering and engaging with Rent Smart Wales; it is anticipated that the enforcement measures beginning in November will increase the number of licences issued.		G/A		
Communities First - The announcement from the Welsh Government Communities and Children Secretary on the potential ceasing of the Communities First Programme.	The programme will be reviewed with an understanding of the implications and the potential impact on any planned Community Asset Transfers.		R/A		
Key Achievements (Good News and Successes) (Max. five)					
Llanishen Gets Together - the Locality working Pilot will be held on Saturday 29 th of October					
Hubs – The Fairwater Hub official launch was held on 15 th July and now offers a library provision, housing and benefit advice, Into Work and money advice, an IT suite with free					

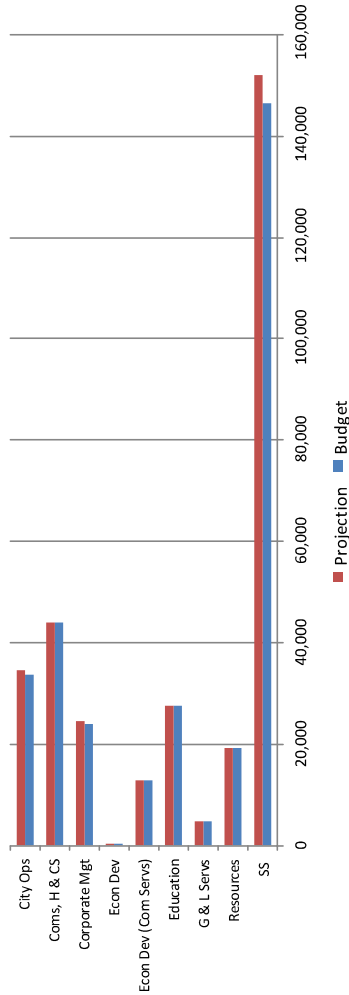
Quarter 2 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, Hinchey, De'Ath, Derbyshire & Bale
internet and WiFi access as well as space for children's and community events.			
The new STAR hub opened to the public on 26 th September in a state of the art building including a swimming pool, gym, library and multi-use community rooms as well as a variety of advice services.			
Money Advice Team – The money advice team is ahead of target for additional weekly benefit awarded to clients by over £1 million at halfway through the year.			
Welsh Public Library Standards – this quarter confirmation was received that Cardiff met all of the 18 core entitlements in full for 2015-16.			

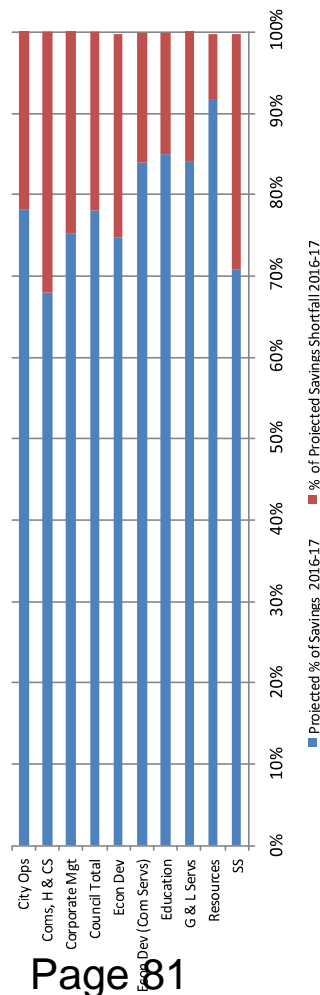
Council Overview Scorecard Quarter 2 2016-17

Financial - tracking financial success and value

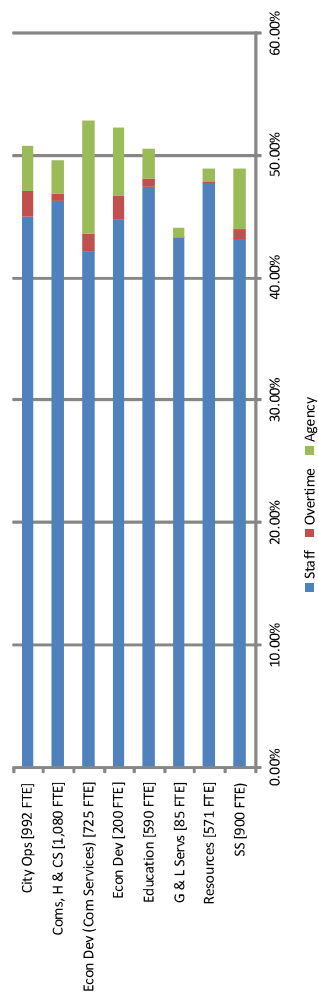
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 2

Customer - clarifying and adding value to the customer

Customer Satisfaction Levels Q2

Visitors to Hubs : **99%**
 Callers to C2C : **English - 96% Welsh - 100%**
 Repair Reporting Line : **86%**

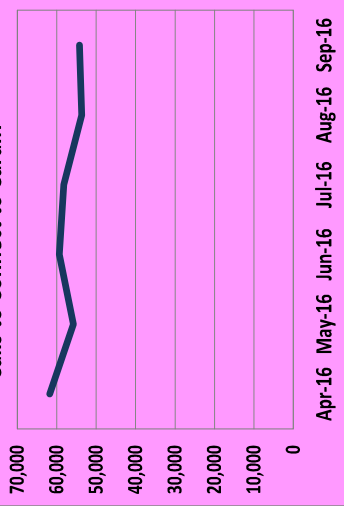
Social Media

Twitter
 63,731 followers @cardiffcouncil
 2,123 followers @cyngorcaerdydd
 7,487 Likes on Facebook

Customer Languages

Welsh calls to C2C account for **0.8%** of the total calls.
Chinese, Japanese, Polish and Arabic are the most popular languages in which to view the **Council's website**
 Other than English, **Arabic** (5%) and then **Czech** (1.5%) are the most popular language requirements for clients to the **City Centre Advice Hub**.
 Of the 46,338 accounts set up with **Rent Smart 1.9%** have been in **Welsh**

Calls to Connect to Cardiff



During the 1st half of the year there were **1,236,923** visits to Library & Hubs across the City, which is up from 1,016,096 for the same period the year before

61.1% of **Parking permit applications** now made online
75.9% of **requests for caddies / extra bags** made online
Mobile/Tablet Devices now account for over 55 % of the visits to the website

Complaints

Quarter 2 has seen a **12%** decrease in complaints from 425 (Q1) to 374 with **94%** being responded to within 20 days

Information Requests

There has been an increase the compliance for both FOI and DPA requests with the overall Information Requests compliance improving from 88% to 92.32%

Council Overview Scorecard Quarter 2 2016-17

Internal Processes - transforming the way that we do things

Enabling & Commissioning Services

This portfolio will establish Council-wide measures to support effective delivery and cost reduction across all directorates.

↑ 11 Green

↓ 5 Amber/Green

→ 9 Red/Amber

→ 0 Red

Reshaping Services

Reshaping Services will exploit enabling technologies and develop working practices to facilitate the reshaping of key services across the Council.

Its aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost in order that they are sustainable within the tough financial climate.

↑ 7 Green

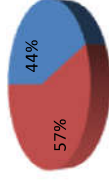
↓ 9 Amber/Green

↑ 2 Red/Amber

→ 0 Red

Learning & Growth - inspired, competent, engaged & aligned workforce

Enrolment on the Cardiff Manager Programme Phase 2 Grade 7 and below with line management responsibility



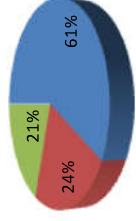
■ Currently enrolled ■ Not enrolled at present

*Total cohort of 338

*Corporate Apprenticeship scheme—Another 7-8 in preparation or development for 2016-17. Trade apprenticeship scheme, CTS looking to create 2 Trade Apprentices in the near future

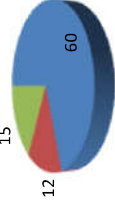
£100,000 allocated to the Junior Apprenticeship scheme delivered jointly with Cardiff and the Vale College.

Completion of ILM qualification in phase 2 of Cardiff Manager Programme



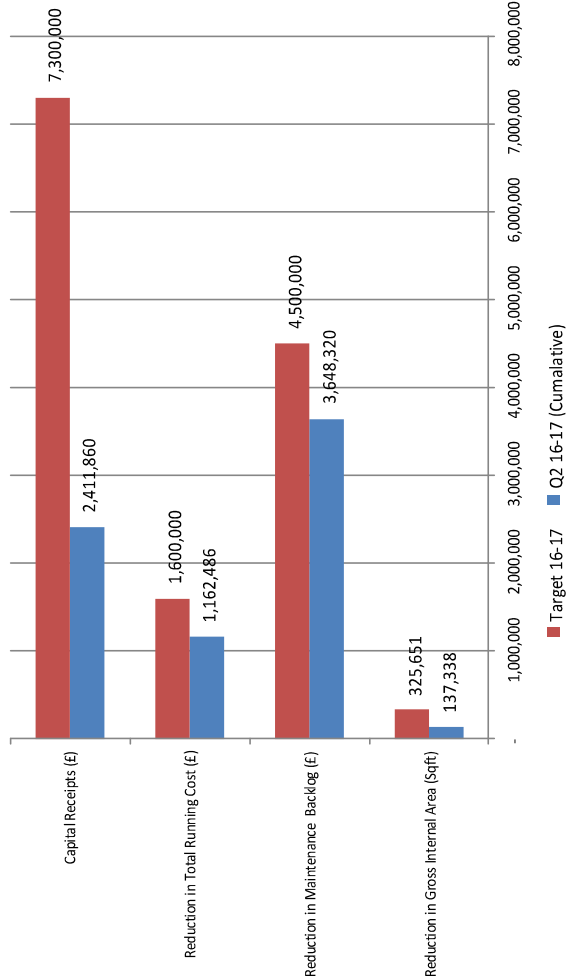
■ Interested ■ Maybe ■ No

Employment opportunities for young people

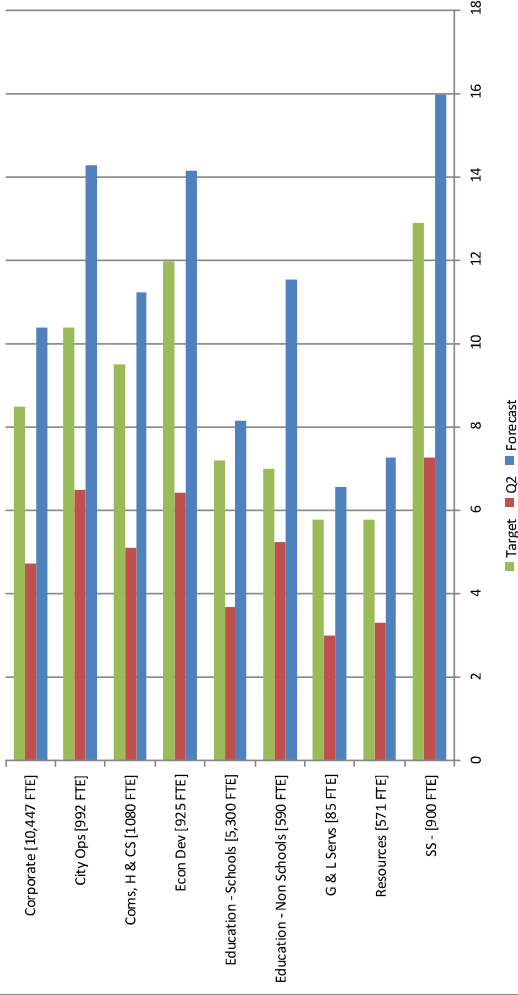


■ Junior Apprenticeships ■ Corporate Apprenticeships ■ Trade Apprenticeships

Corporate Asset Management 2016-17



Sickness Absence - FTE Days Lost Per Person



90% of Return to Work Interviews have been completed across the organisation

Performance RAG Status Matrix for Corporate Commitments

		CONSEQUENCES			
LIKELIHOOD	A1	A2	A3	A4	
	B1	B2	B3	B4	
	C1	C2	C3	C4	
	D1	D2	D3	D4	

LIKELIHOOD	CONSEQUENCES
A = Very Likely	1 = Major
B = Likely	2 = Significant
C = Unlikely	3 = Moderate
D = Very Low	4 = Minor

RAG DEFINITION
Significant issues. Commitment will not be achieved, or requires immediate action required to address. Issue to be raised with the Performance Support Board/SMT and Emphasis should be given on including in Performance Reports.
Moderate issues. Management action required to bring matters back on track. Issue either requires a corporate response to address or can be managed within the Directorate but issues needs to be raised with the Performance Support Group/SMT. Emphasis should be given on including in Performance Reports.
Some Issues. Delivery of the commitment is either delayed, or will not achieve the all the desired outcomes. Issues can be managed with the Directorate and does not require escalation.
On target – Commitment is on course to be delivered on time, on budget and to achieve the desired outcome.

Performance RAG Status Matrix for Performance Indicators

The RAG definitions are based on an automated mathematical formula*:

RAG DEFINITION
Red - any indicator which is 10% or greater off target
Amber - any indicator 0.1% - 10% off target
Green - any indicator hitting target or above

NB. There are some exceptions to this where Welsh Government have mandated a threshold/RAG system and these would be exempt from the automated RAG process

CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE

8 DECEMBER 2016

INTO WORK SERVICES AND VOLUNTEERING

Purpose of Report

1. This report prepares Members to consider the current performance and progress of the Council's Into Work Service and volunteering opportunities within the Communities, Housing and Customer Services Directorate.

Into Work Services

2. Cardiff Into Work Service provides free informal drop-in sessions in locations across Cardiff for residents looking for work or to upskill within their current jobs. The service assists individuals with basic computer skills and helps individuals become 'ready for work'. The services available include:

- CV writing.
- Help with job applications forms and covering letters.
- Job search.
- Setting up a Universal Job Match account and help to use it.
- Access to computer facilities.
- Online applications for Universal Credit.
- Work skills training, such as manual handling, food hygiene and first aid.
- Interview techniques.

3. An example of the training available and the locations used can be found in **Appendix A**. This 'Training Schedule & Guide' shows the services available throughout December 2016 – these guides are produced monthly throughout the

year. As seen in **Appendix A**, the training provided ranges from generic computer skills to more specialist training such as Food Safety and Paediatric First Aid.

4. Cardiff Into Work Services has a presence on both Twitter and Facebook through the @intoworkcardiff accounts. These accounts share up to date job vacancies, details of upcoming training and events for job seekers. The accounts can be accessed via the following links:

Twitter: <https://twitter.com/IntoWorkCardiff>

Facebook: <https://facebook.com/intoworkcardiff>

5. The Into Work Service features extensively within the Communities, Housing and Customer Services Directorate Delivery Plan 2016-2018 (considered by this Committee on 7 April 2016). Under 'Achievements for 2015-16 the following narrative is included:

"Into Work Advice Services – Employer engagement events took place across the city, including guaranteed interviews, and employers who assisted in recruitment included Bierkeller, Co-op, Rent Smart Wales and John Lewis. Two "More Than" jobs fairs were held in partnership with Job Centre Plus, attracting more than 60 employers and 3,000 jobseekers. Almost 100 more skills-focused workshops were run this year, and the pass rate for accredited courses remains high at an average of 92%. The Into Work Advice Service Training Team became an Approved Centre for Highfields Awarding Body, reducing the council spend on accreditation and allowing faster production of the certificates for service users. Into Work Advisers assisted over 300 jobseekers into employment, and the total number of Into Work service users exceeded more than 35,000 during 2015/16. Approximately 35 new volunteers have been recruited over the year, and 43% of all volunteers returned to work."

6. The following information is included under 'key aspirations for 2016-17':

"The service plans to increase our digital offer and explore opportunities to run a virtual jobs fair, in addition to working with employers to offer a comprehensive

recruitment service. To help those who wish to go into construction work, the service will become an approved Construction Skills Certification Scheme (CSCS) Test Centre. This would mean that, as well as being able to provide training for those who are looking to go in to this field, it would be possible to provide CSCS training to other organisations. The Into Work Team aims to increase the number of people assisted into employment to 500.”

7. The Directorate Delivery Plan and Quarterly Performance Reports list the following commitment in order to achieve the Improvement Objective ‘Adult Learners Achieve their Potential’:

By March 2017, the Into Work service will:

Offer taster sessions in different employment sectors.

- *Hold 2 major Jobs Fairs in collaboration with partner agencies.*
- *Hold guaranteed interview events in community buildings across the city.*
- *Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations.*

8. Performance of the Into Work Service is formally captured by the following Performance Indicators:

Ref	Performance Indicator	2014-15 Result	2015-16 Result	2016-17 Target	2017/18 Target	Action Ref
Outcome Agreement 09	Number of individuals assisted through Into Work Services	31,259	36,444	32,000	34,000	Local Indicator
Outcome Agreement 10 (2070)	Number of Into Work Service Users completing an accredited course	2,257	1,262	1,000	1,100	Local Indicator
Outcome Agreement 11 (2071)	% of Into Work Service users who complete an accredited course who gain a qualification	92%	91%	90%	90%	Local Indicator
Outcome Agreement 05	The percentage of Into Work Service Users who feel more "job ready" as a result of completing a work preparation course	80%	98%	>90%	>90%	CHCSCP2

Within the Q2 2016-17 Performance Report, these indicators are marked 'green', indicating that the annual targets are on course to be achieved.

Volunteering

9. The Communities, Housing and Customer Services Directorate Delivery Plan lists the following achievements for 2015 in relation to volunteering:

***Into Work Advice Services:** Approximately 35 new volunteers have been recruited over the year, and 43% of all volunteers returned to work.*

***Connect to Cardiff :** C2C supported two individuals via traineeship scheme placements as part of the Looked-After Children initiative. This scheme ran in conjunction with the ongoing Workplace Volunteers programme, in which C2C offered 8-week placements for 13 young adults not in work, education or training to help them gain practical skills and experience of a real working environment. C2C have supported 39 individuals since starting this initiative, resulting in 10 young people successfully gaining temporary employment within Customer Services and a further 2 securing permanent positions.*

10. Under 'Key Aspirations for 2016-17 the following is indicated for Library Services:

"The Library Service aims to introduce volunteers with support from Adult Community Learning following staff consultation."

11. The Directorate Delivery Plan lists the following commitments in order to achieve the Improvement Objective 'Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services':

- Implement a New Volunteer Portal
- To further develop the volunteer programme within the Advice Services.

12. At the November 2016 Economy and Culture Scrutiny Committee Members considered the Welsh Public Library Standards Annual Report 2015-16. Members were informed that the Library Service in Cardiff had 103 volunteers who contributed 3,699 volunteer hours in 15/16. This ranks Cardiff as the top authority in terms of volunteer contributions in Libraries.

Way Forward

13. Daniel De'Ath (Cabinet Member: Community Development, Co-operatives and Social Enterprise) has been invited and may wish to give a statement. Sarah McGill (Director of Communities, Housing and Customer Services) will be in attendance and will provide a presentation on Cardiff Into Work Services and Volunteering.

Legal Implications

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

Financial Implications

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

Recommendations

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

Davina Fiore
Director, Governance and Legal Services
2 December 2016

into | i mewn i work | waith

Advice Service | Gwasanaeth Cynghori

To help you get online or into work. The following help is available.

I'ch helpu i fynd ar-lein neu i gael gwaith. Mae'r help canlynol ar gael.

GET ONLINE

Basic Computer skills
Using the Internet
Setting up Email
Online forms
Online shopping

Sgiliau cyfrifiaduron sylfaenol
Defnyddio'r rhyngwyd
Creu cyfrif e-bost
Ffurflenni ar-lein
Siopa ar-lein

MYND AR-LEIN



JOB CLUB

Advice on CVs
Help with job applications
Universal Job Match

Cyngor ar CV
Help gyda ffurflenni cais
Paru swyddi

CLWB SWYDDI

TRAINING FOR WORK

HYFFORDDIANT GWAITH

Food Safety : Diogelwch Bwyd
First Aid : Cymorth Cyntaf
Health & Safety : Iechyd a Diogelwch
Retail & Customer Care : Manwerthu a Gofal Cwsmeriaid
Interview Skills : Sgiliau Cyfweld
Manual Handling : Codi a Chario
Telephone Skills : Sgiliau Ffôn
Managing Conflict : Rheoli Gwrthdaro
Essential Office Skills : Sgiliau Swyddfa Hanfodol
Confidence Building : Magu Hyder
Basic Life Support & : Cymorth Bywyd Sylfaenol a Defibrillator Diffibriliwr

029 2087 1000
intoworkadvice@cardiff.gov.uk

DEWCH
AR-LEIN
GAERDYDD



GET
CARDIFF
ONLINE



Into Work Advice Service Outreach Timetable

Amserlen Allgymorth Gwasanaeth I Mewn I Waith

Central Library Hub, 3rd Floor, Cardiff CF10 1FL
Monday to Friday 9am - 6pm (Thurs 10am – 7pm)

St. Mellons Hub
Monday to Friday 9am – 5pm (Thurs 10am – 5pm)

Ely & Caerau Hub
Monday to Friday 9am – 5pm (Thurs 10am – 5pm)

Grangetown Hub
Monday to Friday 9am – 5pm (Weds 10am – 5pm)

Hyb y Llyfrgell Ganolog, 3ydd Llawr, Caerdydd CF10 1FL
Llun – Gwener 9am - 6pm (Iau 10am – 7pm)

Hyb Llaneirwg
Llun – Gwener 9am - 5pm (Iau 10am – 5pm)

Hyb Trelái a Chaerau
Llun – Gwener 9am - 5pm (Iau 10am – 5pm)

Hyb Grangetown
Llun – Gwener 9am - 5pm (Mercher 10am – 5pm)

	Morning / Bore	Afternoon / Prynawn
Monday Dydd Llun	Cadwyn Housing Association (Newport Rd) Cadwyn Cymdeithas Tai (Heol Casnewydd) 9am – 1pm	Cadwyn Housing Association (Newport Rd) Cadwyn Cymdeithas Tai (Heol Casnewydd) 1pm – 4.30pm Rumney Partnership Hub Hyb Partneriaeth Tredelerch 2pm – 5pm
Tuesday Dydd Mawrth	Butetown Pavilion / Pafiliwn Butetown 10am – 1pm Llanrumney Hub / Hyb Llanrhymni 9am – 1pm	Butetown Pavilion / Pafiliwn Butetown 1pm – 3pm Llanrumney Hub / Hyb Llanrhymni 1pm – 5pm
Wednesday Dydd Mercher	Canton Library / Llyfrgell Treganna 9am – 1pm	Canton Library / Llyfrgell Treganna 2pm – 4pm
Thursday Dydd Iau	Butetown Hub / Hyb Butetown 9am – 1pm Powerhouse Llanedeyrn Y Powerhouse Llanedern 9am – 1pm	Butetown Hub / Hyb Butetown 1pm – 5pm Powerhouse Llanedeyrn Y Powerhouse Llanedern 2pm – 5pm
Friday Dydd Gwener	Fairwater Hub / Hyb y Tyllgoed 9am – 1pm STAR Hub / Hyb STAR 9am – 1pm	Fairwater Hub / Hyb y Tyllgoed 1pm – 5pm STAR Hub / Hyb STAR 1pm – 5pm

into | i mewn i work | waith

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Defnyddio'r rhyngwyd
Creu cyfrif e-bost
Ffurflenni ar-lein
Siopa ar-lein

MYND AR-LEIN



JOB CLUB

Advice on CVs
Help with job applications
Universal Job Match

Cyngor ar CV
Help gyda ffurflenni cais
Paru swyddi

CLWB SWYDDI

TRAINING FOR WORK

HYFFORDDIANT GWAITH

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Manual Handling : Codi a Chario
Telephone Skills : Sgiliau Ffôn
Managing Conflict : Rheoli Gwrthdaro
Essential Office Skills : Sgiliau Swyddfa Hanfodol
Confidence Building : Magu Hyder
Basic Life Support & : Cymorth Bywyd Sylfaenol a Defibrillator Diffibriliwr

029 2087 1000
intoworkadvice@cardiff.gov.uk

DEWCH
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GET
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