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## AGENDA

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 9 MARCH 2017, 4.30 PM
Venue	COMMITTEE ROOM 4, COUNTY HALL, CARDIFF
Membership	Councillor McKerlich (Chair) Councillors Dilwar Ali, Howells, Hyde, Keith Jones, 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 - 4)

To approve as a correct record the minutes of the meeting held on 12 January 2017.

### 4 Central Square Regeneration Scheme (Pages 5 - 122)

4.35 pm

***Appendices 2, 3, 4 and 5 to Appendix A of this report are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972. It is viewed that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.***

***It may be necessary for members of the press and public to leave the meeting room, allowing the Committee and witnesses to discuss information contained within the confidential appendices.***

(a) Councillor Phil Bale (Leader, Economic Development and

Partnerships) will be invited to make a brief statement.

(b) Neil Hanratty (Director – Economic Development) will be in attendance and will provide a presentation

(c) Questions from Committee Members.

**5 Quarter 3 2016/17 - Monitoring Performance** (*Pages 123 - 168*) 5.05 pm

(a) Councillor Phil Bale (Leader, Economic Development and Partnerships) and Councillor Peter Bradbury (Cabinet Member - Community Development, Co-operatives & Social Enterprise) will be invited to make a brief statement.

(b) Neil Hanratty (Director – Economic Development) will be in attendance and will provide a presentation

(c) Questions from Committee Members.

**6 Cardiff Contemporary Arts Festival 2016** (*Pages 169 - 208*) 5.25 pm

(a) Councillor Peter Bradbury (Cabinet Member - Community Development, Co-operatives & Social Enterprise) will be invited to make a brief statement.

(b) Kath Richards (Head of Culture, Venues and Events) and Ruth Cayford (Visual Arts Manager) will be in attendance and will provide a presentation

(c) Questions from Committee Members.

**7 Friends Groups and Volunteers in Parks** (*Pages 209 - 218*) 6.05 pm

(a) Councillor Bob Derbyshire (Cabinet Member - Environment) will be invited to make a brief statement.

(b) Jon Maidment (OM – Parks and Sport ) and Nicola Hutchinson (Conservation Officer) will be in attendance and will provide a presentation

(c) Martin Chamberlain (Friends of Forest Farm) and Steve Bool (Friends of Heath Park Woodland) have been invited to attend the meeting and will provide an overview of the work undertaken by Friends Groups.

(d) Questions from Committee Members.

8      **Annual Report - Economy and Culture Scrutiny Committee**      6.45 pm  
      *(Pages 219 - 250)*

Members of the Committee to discuss and approve the 2016/17 Annual Report subject to amendments.

9      **Way Forward**      6.50 pm

**Davina Fiore**

**Director Governance & Legal Services**

Date: Friday, 3 March 2017

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

***This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg***

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ECONOMY & CULTURE SCRUTINY COMMITTEE

12 JANUARY 2017

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

36 : MEMBERSHIP

The Committee was advised that in the absence of the Chairperson, Councillor Rod McKerlich a nomination for Chairperson for this meeting should be received.

Councillor Keith Hyde nominated Councillor Nigel Howells.  
Councillor Elaine Simmons seconded the nomination.

The Committee Agreed that Councillor Nigel Howells be Chairperson for this meeting.

37 : APOLOGIES FOR ABSENCE

Councillor Rod McKerlich

38 : DECLARATIONS OF INTEREST

Members were reminded that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests – even if they had already completed the Annual Interest Form.

COUNCILLOR	ITEM	REASON
Howells	Item 5	Local Member for Adamsdown

39 : MINUTES

The Committee was advised that approval of the December 2016 minutes would be deferred to the meeting in February 2017.

40 : ADULT COMMUNITY LEARNING ANNUAL PERFORMANCE

The Committee welcomed the following:

- Councillor Daniel De'Ath, Cabinet Member: Skills, Safety, Engagement & Democracy
- Isabelle Bignall, Assistant Director, Communities and Customer Services
- John Agnew – Corporate Customer Services Manager

The Chairperson invited Councillor De'Ath to make a statement.

Councillor De'Ath welcomed the outstanding results with a 94% pass rate. This was an incredible achievement and supported people throughout the city.

The Committee received a presentation which outlined the following:

- Adult Community Learning (ACL) continues to make a positive difference to people's lives in Wales
- Learning for Work – 907 courses and achieved 4687 enrolments
- Success Rates – 2015/16 94%
- Enrolments from Communities First Areas – 2015/16 76% (above target of 65%)
- Enrolments Comparisons within Partnerships
- DICE (Disability Inclusion in Community Education)
- Learning for Life

The Chairperson thanked Officers for the informative presentation and invited the Committee to ask questions.

Members of the Committee were impressed with the presentation and noted the organisations involved in the partnership work.

Some Members were keen to hear about the types of course being run and the venues being used to support the service. The mapping of the Learning for Life courses would be welcomed, including an outline of areas of the city which had the greatest uptake and an age profile breakdown.

Officers provided the Committee with the next steps. An update on the grant position would be received followed by an evaluation programme. Further work was required to progress the Learning For Life programme.

It was essential to promote this success story and the Council's Communication Team was on board to publicise the service on Facebook.

RESOLVED: – That the Chairperson on behalf of the Committee writes to relevant Cabinet Members and officers thanking them for attending the meeting on 12 January 2017 and to convey the observations of the Committee when discussing the way forward.

#### 41 : PROVISION OF LIBRARY SERVICES AT CARDIFF ROYAL INFIRMARY

The Chairperson welcomed:

- Councillor Peter Bradbury, Cabinet Member, Community Development, Co-Operatives and Social Enterprise.
- Sarah McGill, Director, Communities, Housing and Customer Services
- Nick Blake, Business Support Manager

The Committee received a presentation from Councillor Peter Bradbury.

Councillor Bradbury explained that the previous provision based in Roath Library was currently unoccupied. A CAT process was applied with a motion put to Council in order to investigate a possible solution based at accommodation in Adamsdown. Part of Cardiff Royal Infirmary was identified as suitable accommodation for the library provision supporting similar facilities as Roath Library. The same numbers of PC's were available, including the range of bookshelf space. This was a multi - purpose facility providing services to enhance community benefit. The Council would also continue to look at possible community operators in relation to Roath Library.

The Committee was advised that this facility based in Cardiff Royal Infirmary was a long term solution for the provision of library services to this area of the city and recognised that the significant investment being made by the UHB demonstrated a commitment to creating a permanent Health & wellbeing Centre at this location.

The Committee were invited to ask questions.

Members of the Committee wished to congratulate the Cabinet Member for identifying a solution for the replacement of library services similar to that available at Roath Library building.

The Committee drew attention to Hub provision in the area, investigating whether the CRI was a potential option for additional services.

The Committee noted that this facility was intended to be the long term solution for the provision of library services to this area of the city and examined its potential for additional services.

The Committee was provided with floor plans of the facility. However, members were of the view that they were unable to fully appreciate the space available for library services and café.

The Committee was advised that even though stock levels had been reduced the stock was being replenished more quickly with a wider selection and variety.

The Committee discussed the dynamics of the library. It was recognised that some of the features such as the pillars could not be moved. The gross area of the CRI was slightly smaller than Roath Library however; the space was being used as affectively as possible to accommodate the footfall.

Members noted this was Phase 1 of the development and additional facilities would follow.

RESOLVED – That the Chairperson on behalf of the Committee writes to relevant Cabinet Members and officers thanking them for attending the meeting on 12 January 2017 and to convey the observations of the Committee when discussing the way forward.

42 : CARDIFF CAPITAL REGION CITY DEAL

The Chairperson welcomed:

- Councillor Phil Bale, Leader of the Council

- Paul Orders, Chief Executive
- Neil Hanratty, Director, Economic Development
- Jonathan Day, Economic Policy Manager
- Hrijinder Singh, Major Projects Accountant
- Davina Fiore, Director, Governance and Legal Services

The Committee received a report which updated Members on the current position of the Cardiff Capital Region City Deal.

The Leader explained to the Committee that the nine local authorities had signed the Heads of Terms and would go to Council for agreement. This was a 20 year agreement between parties and would support major projects being developed in the city.

The Committee received a presentation which outlined the current position.

RESOLVED: The Committee AGREED to move into closed session in order to refer to confidentially sensitive information in accordance with Part 5 of Schedule 12A of the Local Government Act 1972.

43 : DATE OF NEXT MEETING

14 February 2017



CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE

9 MARCH 2017

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CENTRAL SQUARE REGENERATION SCHEME

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*Appendices 2, 3, 4 and 5 to Appendix A of this report are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972. It is viewed that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

**Purpose of report**

1. To prepare Members for the pre-decision scrutiny of a report to be taken to Cabinet on 16 March 2017.

**Background**

2. The Central Square Regeneration Scheme aims to deliver a brand new high quality mixed use urban gateway to the capital city and a modernised central transport hub. As indicated within the Draft Cabinet Report attached at **Appendix A**, the Central Square regeneration scheme is well on-track to deliver over 1 million sq ft of high quality office-led mixed use development, with the potential to accommodate up to 10,000 jobs.
3. **Paragraphs 6 – 14 of Appendix A** indicate that Central Square Regeneration Scheme is close to being fully committed, providing details of each building and the proposed use for them.

## **Land North of Wood Street – Her Majesty’s Revenue and Customs (HMRC)**

4. The draft Cabinet report indicates that proposals have come forward for the development of Council owned land north of Wood Street, within the Central Square Regeneration Scheme. The Government Property Unit has announced that Cardiff Central Square is the preferred site for the relocation of HMRC regional headquarters. Details of this can be found in **paragraphs 14-21 of Appendix A.**
5. Members may wish to refer to **Appendix 1 of Appendix A** – a site plan of the Central Square Regeneration Scheme – which identifies the sections of land in question.
6. The following confidential appendices are referred to within the Draft Cabinet Report and are available for Members consideration:
  - Confidential Appendix 2 – Heads of Terms GPU
  - Confidential Appendix 3 – Independent Valuation: GPU
  - Confidential Appendix 4 – Projected overall receipts for the Central Sq scheme
  - Confidential Appendix 5 – Proposed GPU Scheme
7. The following recommendations are made as part of the draft Cabinet Report:

The Cabinet is recommended to:

- (1) Note progress of the Central Square regeneration scheme;
- (2) Agree to the lease of land to deliver the HMRC headquarters building in accordance with the Heads of Terms attached at Appendix 2 of this report; and delegate authority to the Director of Economic Development, in consultation with the Leader of the Council, the Cabinet Member for Corporate Services and Performance, the Section 151 Officer and the Director of Governance and Legal Services to finalise any detailed

arrangements and to conclude the lease in accordance with external valuation advice so as to ensure value for money.

### **Way Forward**

8. Council Leader Councillor Phil Bale has been invited to attend the meeting and may wish to give a statement. Neil Hanratty (Director of Economic Development) will also be in attendance to present on the Central Square Regeneration Scheme and to answer Members' questions.

### **Legal Implications**

9. 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**

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 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**

11. 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 of Governance and Legal Services

8 March 2017

**THIS REPORT MUST BE ACCOMPANIED BY THE  
REPORT AUTHORISATION FORM 4.C.214**

**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**

**CABINET MEETING: DATE**

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**THE CENTRAL SQUARE REGENERATION SCHEME**

**REPORT OF THE DIRECTOR OF ECONOMIC DEVELOPMENT**

**AGENDA ITEM:**

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***Appendices 2, 3, 4 and 5 of this report are exempt from publication because they contain information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972.***

**Reason for this Report**

1. To provide Cabinet with a further update on progress with the Central Square regeneration scheme.
2. To seek authority to grant a lease to enable the development of circa 270,000 sq ft of Grade A\* offices north of Wood St together with associated public realm improvements.

**Background**

3. The Central Square regeneration scheme has become synonymous with Cardiff's recent economic success and growing reputation as *one of Europe's most liveable capital cities*. The project has been delivered at an unprecedented rate and is well on-track to deliver over 1 million sq ft of high quality office-led mixed use development with the potential to accommodate up to 10,000 jobs. The project has been delivered in partnership between the City Council, local development company Rightacres Property Co Ltd and Legal & General Pensions Ltd.
4. The 2017-19 Corporate Plan includes key objectives relating to the redevelopment of Central Square and the modernisation of Cardiff Central Bus Station:

- Facilitate jobs growth by working with partners to deliver 300,000 sq ft of office accommodation with Central Square by March 2019.
  - Work with developers, transport operators and businesses to deliver a new Central Transport Interchange in Central Square on agreed programme.
5. The strategy for the Central Square development has been to deliver a high quality mixed use urban gateway to the capital city and a modern central transport hub. At the Cabinet meeting of 12 September 2013 authority was granted by Cabinet for officers to work with local property development company Rightacres Property Co Ltd as adjacent land owner to acquire a number of long leasehold interests at Central Square. At the Cabinet meeting on 15 May 2014 further authority was granted to acquire the long leasehold interest in the Wood Street NCP Car Park site.

### **Progress**

6. The Central Square regeneration scheme is now close to being fully committed. 500,000 sq ft is already either built or under construction; 250,000 sq ft was approved by the Local Planning Authority on 1<sup>st</sup> March 2017 of a mixed use development including a new bus interchange and the site is currently being prepared for development; a further circa 270,000 sq ft has recently been announced (subject to contract) by the Government Property Unit (GPU) as the preferred location for a new regional headquarters building for HM Revenue & Customs (HMRC).
7. If the GPU sign a lease for the HMRC building (in due course), only 2 sites will remain across the whole of the regeneration area. One of these sites will be optioned to the GPU for a period 2 years as a possible location for the second phase of their Government Hub project. The final site is being set aside as a new public square to enhance and extend the overall public realm delivery for the Central Square regeneration scheme.

#### Building One

8. Building No 1 Central Square provides 130,000 sq ft of Grade A\* offices on Rightacres Property Co Ltd's own freehold site, marked A on the attached plan at Appendix 1. The building was progressed as a speculative development by Rightacres Property Co Ltd and is now fully let to Blake Morgan, Hodge Bank, s3 Advertising, eSpark, MotoNovo, accommodating over 1000 jobs.

#### BBC Cymru Wales Headquarters

9. A second development on the land marked B on the attached plan is currently under construction and due for completion in April 2018. The building will deliver a further 150,000 sq ft of Grade A\* office accommodation in a Fosters + Partners designed building and has been let to BBC Cymru Wales as their new headquarters building. Over 1200

BBC staff will be relocated to the site from their current HQ site in Llandaff which will subsequently close and be redeveloped for housing.

### Building Two

10. A third development, known as No 2, marked as C on the attached plan and also design by Foster + Partens, is currently under construction. The building was initially approved as a 120,000 sq ft Grade A\* office development, however, a further extension to the size of the building was approved by the Local Planning Authority on the 8<sup>th</sup> February 2017 that will extend the building to 150,000 sq ft. No2 is due for completion in April 2018 and is fully let to Hugh James and Cardiff University (School of Journalism) and will accommodate 1200 jobs.

### Interchange Building

11. The fourth building in Central Square is known as the Interchange Building and is marked as D on the attached plan. On the 1<sup>st</sup> March 2017 the Local Planning Authority approved a Foster + Partners designed mixed use development comprising of 120,000 sq ft of Grade A\* offices; 195 Private Rented Sector (PRS) residential units; a new bus interchange; and circa 10,000 sq ft of ancillary retail space.
12. The site is currently being prepared for development by Rightacres Property Company Ltd. The former Marland House building has been demolished, and the demolition of the Wood St NCP Car Park has commenced and is due to be completed by June 2017.
13. The Council is currently negotiating a funding proposal with Rightacres Property Co Ltd for delivery of the new bus interchange aspect of the mixed-use development. The Council is seeking to secure delivery of the bus interchange within the financial envelope of existing capital allocations and intends to conclude these negotiations in time to enable the construction to commence immediately following completion of demolition and site preparation works. Approval of the funding package for the bus interchange aspect will require a further Cabinet decision.
14. The Council remains committed to delivering integration between the new Interchange Building and Cardiff Central Station including securing funds to enable the modernisation of the train station itself. The Leader of the Council wrote to the Secretary of State for Transport in February to ensure that UK Government fully understands the urgent need for long awaited investment in the capital city's mainline railway station.

### Land North of Wood Street

15. This report is primarily concerned with progressing proposals for the development of Council owned land north of Wood St. On the 30 November 2016, following a detailed procurement process, the Government Property Unit (GPU) announced on behalf of the Secretary of State for Communities and Local Government that the preferred relocation site for the regional headquarters of HMRC was within the

Central Square regeneration scheme. Following the relocation of BBC Cymru Wales to Central Square, the announcement by Central Government is another major step forward in the city's regeneration plans.

16. The proposed development for HMRC would deliver a further 270,000 sq ft of Grade A\* office development at Central Square, marked E on the attached plan. The development is proposed as part of the UK Government's One Estate Strategy and would represent the first phase of the GPU's Government Hub proposal for Cardiff. The building is being designed by leading architects Gensler and would accommodate circa 3500 civil service jobs (see Appendix 5).
17. Negotiations regarding a lease are on-going between Rightacres Property Co Ltd and the GPU and are anticipated to be concluded in April 2017 with a view to a start by the end of 2017. The scheme designed by Gensler was presented to the Design Commission Wales on 28<sup>th</sup> February and a formal Pre-Application process has now begun with the Local Planning Authority.
18. As part of the current negotiations the GPU wish to secure an option over the adjacent site marked F on the attached plan as a potential site for future expansion. Site F is the last remaining plot in the Central Square regeneration scheme and has the potential to deliver up to a further 300,000 sq ft of additional office space.
19. To secure phase one of the GPU project and to remain in the running for any potential further phases, it is proposed that the area marked G on the attached plan is set aside to provide a major new area of public realm fronting Wood St and the rear of the BBC Cymru Wales HQ. This means that along with the new route being created from Central Square through to the Principality Stadium, which will open up a view of the stadium from Central Square, over one third of the land north of Wood Street will be utilised to provide additional high quality city centre public realm.
20. It is the Council's intention to dispose of the whole of the site north of Wood St to Rightacres Property Co Ltd on a long lease. The area marked G will provide for the new area of public realm. The additional public realm costs associated with delivering this new public square, over and above the Section 106 developer contributions, will be fully funded by Rightacres Property Co Ltd. The Council is in discussion with Rightacres regarding putting in place an appropriate management regime for the new public space. It is intended to enter into an agreement regarding maintenance arrangements and to protect its use for public amenity and events.
21. Once a formal decision is taken by the GPU on the future of the HMRC offices, the Council will engage with the current owners of HMRC's existing premises in Llanishen to understand and assist with the plan for the property going forward in line with the Cardiff LDP.



## Public Realm Improvements

22. At the Cabinet meeting of December 2015 authority was delegated to officers in consultation with relevant Members to progress with public realm and associated enabling works in Central Square, to support delivery of the BBC HQ building and the new Central Transport Interchange. The Cabinet decision provided authority for spend within an agreed financial envelope made up from capital receipts and Section 106 developer contributions.
23. Some of the preliminary site enabling works have already been completed in line with the Masterplan Agreement and phased delivery of surrounding development. The Council is now negotiating a Guaranteed Maximum Price (GMP) contract with Rightacres Property Co Ltd for completion of the whole of the public realm and associated enabling works south of Wood St, within the scope of the authority granted by the December 2015 Cabinet report. An Officer Decision Report will be published in due course to provide the relevant authority for the contract to be signed and for the works to be completed.

## Issues

24. The development for HMRC requires legal contracts to be put in place between: the Council as freeholder; Rightacres Property Co Ltd as the developer; Legal & General Pensions Limited as head lessee/funder; and the Secretary of State for Communities and Local Government as sub-tenant/occupier. Given that the HMRC wishes to be in full occupation of the building by 1 April 2019, construction is required to start in September 2017 at the latest.
25. The HMRC development site is marked E on the attached site plan. An option is also required whereby HMRC may opt for an extended building on the land marked F on the plan.
26. In order for Rightacres Property Co Ltd to be in a position to proceed with Legal & General and HMRC, Rightacres and the Council need to enter into an agreement:
  - to lease the site of the HMRC development to Rightacres' funder, Legal & General.
  - for Rightacres to carry out demolition works at St David's House and to carry out public realm improvements associated with the redevelopment on the land marked G on the site plan.

### Lease of HMRC site at Central Square

27. Confidential Appendix 3 provides an independent valuation relating to the head lease of the whole site which is to be granted at market value to Legal & General Pensions Limited as the funder of Rightacres Property Co Ltd to enable delivery of the HMRC headquarters building and potential future expansion, including a new public square. Confidential

Appendix 2 sets out the draft Heads of Terms relating to the proposed lease.

28. The receipt for the sale of the whole site north of Wood Street once factored into the overall development appraisal as set out in confidential Appendix 4 is broadly in line with the original masterplan for the Central Square Regeneration Scheme.

#### Delivery of public realm improvements

29. Pursuant to the HMRC headquarters development Rightacres Property Co Ltd will be obliged to deliver public realm improvements in the Central Square area. The area of these works is marked G on the attached plan.

#### Demolition of Council owned buildings

30. The HMRC development requires the demolition of St David's House in whole or part. There is one tenant at St David's House that has a lease which runs beyond the required demolition date. Rightacres Property Co Ltd will either relocate the tenant within the Central Square redevelopment or else accommodate the tenant at St David's House through a partial demolition. Negotiations are progressing in this regard.

#### **Reason for the Report**

31. To seek authority to dispose of the Council's leasehold interest in land north of Wood St to enable delivery of a major new Grade A\* office headquarters building with potential future expansion for HMRC, including a new public square.

#### **Financial Implications**

32. The attached report seeks approval to grant a lease over council land at Central Square, namely land north of Wood Street to accommodate the Head Quarters for HMRC (Phase 1 development marked as Plot E on Appendix 1). In addition, approval is being sought to grant an option over the two final remaining plots (marked F and G ) to deliver a further building and a new public square (Phase 2 developments).
33. The council's capital programme includes schemes in relation to Central Square Public Realm and the Central Square Integrated Transport Hub. These are major capital schemes and represent a significant financial commitment to the council. As these schemes are to be fully funded by resources (land receipts and Section 106 developer contributions) generated at Central Square, approval of the above lease (and the option to lease) will provide the council with an element of certainty regarding the envelope of resources available to progress these schemes.
34. In-line with Council's Financial Procedure Rules, the valuation report attached at Appendix 3 confirms that disposal price represents market value/best consideration. Furthermore, the responsibility for St David's House (including relocation of all existing tenants) will transfer to the

developer as part of the proposed lease will minimise the impact of holding costs to the council, which would otherwise continue to be incurred until such time as the building is disposed-off or demolished.

35. The delivery of the new public square will represent additional value created at Central Square by the proposed developments. Any additional public realm costs over and above Section 106 contributions will be fully funded by the developer.
36. Confidential Appendix 4 sets out the level of receipts anticipated from the latest masterplan, including an assessment of the level of receipts which may be realised from the interchange site (Site D) which is currently being negotiated. On this basis, the total receipts outlined in the latest masterplan are broadly in line with the original masterplan.

### **Legal Implications**

37. The Council is required to receive the best consideration in money or from the value of works that can reasonably be obtained from its land disposals in accordance with Section 123 of the Local Government Act 1972. The Council's Procedure Rules for the Acquisition of Land require the advice of a professional valuer to be taken. The Council has power to enable social and environmental wellbeing in its area in accordance with its Community Strategy and section 2 of the Local Government Act 2000. The Council's Procedure Rules for the Acquisition or Disposal of Land provide that in dealing with land the Council's decision makers will have proper regard to professional advice from a qualified valuer at all relevant stages during the process. The intention is that due probity and accountability can be demonstrated and value for money achieved.
38. The Council will be required to ensure value for money in regard to the delivery of the public infrastructure and demolition works which are referred to in this report.

### **RECOMMENDATIONS**

The Cabinet is recommended to:

- (1) Note progress of the Central Square regeneration scheme;
- (2) Agree to the lease of land to deliver the HMRC headquarters building in accordance with the Heads of Terms attached at Appendix 2 of this report; and delegate authority to the Director of Economic Development, in consultation with the Leader of the Council, the Cabinet Member for Corporate Services and Performance, the Section 151 Officer and the Director of Governance and Legal Services to finalise any detailed arrangements and to conclude the lease in accordance with external valuation advice so as to ensure value for money.

**NEIL HANRATTY**  
Director

2 March 2017

*The following appendices are attached:*

Appendix 1 – Site Plan

Confidential Appendix 2 – Heads of Terms GPU

Confidential Appendix 3 – Independent Valuation: GPU

Confidential Appendix 4 – Projected overall receipts for the Central Sq scheme

Confidential Appendix 5 – Proposed GPU Scheme

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# Appendix 1: Site Plan



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

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**9 MARCH 2017**

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**QUARTER THREE 2016/17: MONITORING PERFORMANCE OF SERVICES  
REPORTING THROUGH COMMITTEE TERMS OF REFERENCE**

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**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's 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 Q3 performance report for the Directorates listed above, and highlights the areas relevant to this Committee's 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 3 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 3 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](http://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 3 Delivery and Performance

19. The following approach has been chosen for the scrutiny of Quarter 3 performance:

- The Economic Development Directorate has been asked to appear at Committee to present on Quarter 3 performance and receive questions from Members. **Appendix B** details the individual performance of the Economic Development Directorate. The information relevant to this Committee has been highlighted in green.
- The City Operations Directorate and Communities, Housing and Customer Services Directorate have not been requested to attend the meeting. It has been requested that these Directorates provide performance information applicable to this Committee's terms of reference rather than at the Directorate level contained within the Q3 Performance Report. The following information has been requested:

### **City Operations**

Leisure Centres, Parks and Harbour Authority:

- Projected Budget Outturn 2016-17.
- Percentage of Projected Savings 2016-17.
- Staff Budgets, Overtime & Agency.
- Sickness Absence - FTE Days Lost Per Person.

### **Communities, Housing and Customer Services**

Libraries, Hubs, Adult Community Learning and Into Work Services:

- Projected Budget Outturn 2016-17.
- Percentage of Projected Savings 2016-17.
- Staff Budgets, Overtime & Agency.
- Sickness Absence - FTE Days Lost Per Person.

This information can be found attached at **Appendix G (documents to follow)**.

- Any comments Members may have with regard to the performance of the City Operations and Communities, Housing and Customer Services Directorates can be captured and submitted within the Chair's Letter as discussed during the meeting's Way Forward.

20. The following Quarter 3 Directorate Performance reports are included as appendices:

- **Appendix B** – Economic Development Q3 performance.
- **Appendix C** – City Operations Q3 performance.
- **Appendix D** – Communities, Housing and Customer Services Q3 performance.
- **Appendix E** – Council Overview Scorecard.
- **Appendix F** – RAG Status Matrix.
- **Appendix G** – Additional Information requested (**to follow** - see paragraph 19).

21. 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.

22. Within **Appendices B, C and D**, Quarter 3 Performance is split by Improvement Objectives within the 2016-18 Corporate Plan and reports the following:

- Performance Indicators.

- A narrative Summary of Progress.
- Performance in delivering Corporate Plan Commitments.

23. It has been 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.

## **Economic Development Q3 Performance**

### **Priority 3 – Creating More and Better Paid Jobs.**

#### **Improvement Objective 3.1: Cardiff has more employment opportunities and higher value jobs.**

24. Under Improvement Objective 3.1 the following Performance Indicators are marked 'green' (indicating the annual target is course to be achieved):

- Sq ft of 'Grade A' office space committed for development in Cardiff (cumulative result).
- New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative result).

25. The following narrative is given as a summary of work in achieving Improvement Objective 3.1:

#### Central Square regeneration project:

- Agreed a master plan for land north of Wood Street based on the Government Property Unit development of 300,000 sq ft plus expansion space of 150,000 sq ft.
- To date, 586 jobs have been created /safeguarded through Council support. A site north of Wood Street has been selected by HMRC for a

major relocation and expansion which could bring up to 3,500 jobs; this will include new functions and jobs such as Big Data Analytics.

- Headquarters for a major international development charity will be established in Cardiff including the creation of 50 new skilled jobs.
- Business Improvement District (BID) board and operational team established. Meetings to be set up with BID board and operational team to work in partnership.

26. Performance against a number of Commitments for Improvement Objective 3.1 are listed. The following Commitment is listed as 'amber/green' having been rated 'green' in Quarters One and Two:

- Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017

The remaining indicators are all rated 'green':

- 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.

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

27. The following narrative is given as a summary of work in achieving Improvement Objective 3.2:

A planning application for the interchange was submitted in Quarter 3. Work is ongoing with the developer to finalise a funding package.

- **Issues:** Finalise funding package.
- **Mitigating actions:** Progressing detailed business case for alternative funding scenario.
- **Next key steps:** Complete detailed business case to be considered by Cabinet in the New Year

28. Performance against a number of Commitments for Improvement Objective 3.2 are listed. The following Commitment is rated 'green' (meaning the Commitment is on course to be delivered on time, on budget and to achieve the desired outcome):

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

**Other Challenges and Achievements**

29. The Q3 Performance Report also lists a number of key challenges the Directorate is facing and key achievements made since the Q2 Report. These are listed below:



## Key Challenges

- **Challenge** - Funding models to deliver key infrastructure projects including the bus station, and the proposed Arena.  
**Mitigating Actions** - Arena – Development of business case for the Arena and discussions taking place with Welsh Government. Bus station – Develop detailed business case for alternative funding scenario.  
**Rating** – Amber/Green.
- **Challenge** - Agree a strategy for the future of City Hall.  
**Mitigating Action** - Complete detailed options appraisal of City Hall.  
**Rating** – Green.
- **Challenge** - A new attraction at Cardiff Castle.  
**Mitigating Action** - Explore options and funding.  
**Rating** – Green.
- **Challenge** - Agree a future operating model for St David's Hall / New Theatre.  
**Mitigating Action** - Prepare report for consideration by Cabinet in Quarter 4.  
**Rating** – Green.
- **Challenge** - Resourcing key posts.  
**Mitigating Actions** - Complete recruitment process for key posts in CTS and Cleaning Services. Establish different approach to ensure staffing resource is available and to achieve Estates income targets.  
**Rating** – Amber Green.

## Key Achievements

- Dumballs Road housing development – Land acquisition to proceed.
- Central Square – HMRC has committed to establishing a new office in Central Square.

- Callaghan Square – A major Chinese investor is progressing investment of land at Callaghan Square (for a joint venue with Cardiff Met University).
- Commercial and Collaboration – Secured the first Integrated Contract for Waste, Pest Control and Depot Facilities.
- Commercial and Collaboration – Free bulky collection service set up.

30. Members may also wish to note the following information given for the Economic Development Directorate within the Council Overview Scorecard (**Appendix E**). It is important to note that the figures relevant to this Committee are listed as 'Econ Dev' rather than 'Econ Dev (Comm Servs)':

**Projected Budget Outturn 2016-17** – the Economic Development Directorate is projected to spend its budget allocation.

**Percentage of Projected Savings 2016-17** – the Economic Development Directorate is on course to achieve approximately 70% of the savings identified for 2016/17.

**Staff Budgets, Overtime & Agency** – combining staff, agency and overtime expenditure, the Economic Development Directorate has spent just under 80% of its annual staff budget by the end of Q3.

**Sickness Absence - FTE Days Lost Per Person** – based on Q3 figures the Economic Development Directorate is forecast to deliver approximately 14 FTE Days Lost Per Person (against a target of 12 FTE days)

## Way Forward

31. At the meeting, Councillors Phil Bale and Peter Bradbury will be joined by Neil Hanratty (Director of Economic Development) to present on Q3 Performance and answer questions that Members might have.

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

### **Legal Implications**

33. 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**

34. 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 of Governance and Legal Services

3 March 2017

## 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 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

### Priority 3: Creating More and Better Paid Jobs

- Improvement Objective 3.1: Cardiff has more employment opportunities and higher value jobs

#### 1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Sq. ft. of 'Grade A' office space committed for development in Cardiff (cumulative result)	285,070	150,000	180,000	231,000	316,211	G	CP	Progressing a strong pipeline of investment projects in Cardiff.
New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative result)	586	500	2,099	499	4,304	G	CP	

#### 2. Summary of progress

##### Corporate Plan Priorities

##### Priority 3. Creating more and better paid jobs

##### Improvement Objectives

##### Summary of progress (encapsulating Commitment Outcomes)

3.1. Cardiff has more employment opportunities and higher value jobs

##### Progress:

##### Central Square regeneration project:

Agreed a master plan for land north of Wood Street based on the Government Property Unit development of 300,000 sqft plus expansion space of 150,000 sqft.

To date, 586 jobs have been created /safeguarded through Council support. A site north of Wood Street has been selected by HMRC for a major relocation and expansion which could bring up to 3,500 jobs; this will include new functions and jobs such as Big Data Analytics.

Headquarters for a major international development charity will be established in Cardiff including the creation of 50 new skilled jobs

Business Improvement District (BID) board and operational team established. Meetings to be set up with BID board and operational team to work in partnership.

## Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

**City Deal:** Launched the Cardiff Capital Region Growth and Competitiveness Commission, with the report published in December 2016. Governance principles for the Growth Partnership have been agreed. A progress report will be considered by Cabinet in 2017.

### 3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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.	G	G	G	
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery.	G	G	G	
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017.	G	G	A/G	
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	G	G	G	
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.	G	G	G	
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.	G	G	G	

### Priority 3: Creating More and Better Paid Jobs

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

### 4. Summary of progress

Priority 3. Creating more and better paid jobs	
Improvement Objectives	Summary of progress
3.2. Cardiff has a high quality city environment that	<b>Progress:</b> A planning application for the interchange was submitted in Quarter 3. Work is ongoing with the developer to finalise a funding package.



## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> Economic Development	<b>Director:</b> Neil Hanratty	<b>Number Employees (FTE):</b> 925	<b>Cabinet Members:</b> Cllrs Bale, Bradbury, Hinchey
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includes attractive public spaces and good supporting transport infrastructure	<p><b>Issues:</b> Finalise funding package.</p> <p><b>Mitigating actions:</b> Progressing detailed business case for alternative funding scenario.</p> <p><b>Next key steps:</b> Complete detailed business case to be considered by Cabinet in the New Year.</p>
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### 5. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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.	A/G	G	G	

### 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

#### Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p><b>Progress:</b> The Commercial &amp; Collaboration Service was set up in summer 2017. Regular reports are provided by the new Commercial Team to the Commercialisation &amp; Collaboration Project Board and Cabinet Member to ensure the Infrastructure Business Case Objectives are delivered. In line with the Commercialisation Strategy a number of commercial opportunities are being considered with external organisations. Fortnightly meetings have been established for section leads in Cleaning, Security and Pest Control to discuss a pipeline of work and short, medium and long term opportunities. Some recent opportunities include the agreement of recycling waste services to the Principality Stadium and for the Health Board, as well as the launch of MOTs for staff at the purpose built workshop at Coleridge Road. A cost based pricing model has been developed for Central Transport Services (CTS) and will be rolled out to all Services by the end of the year. Total Facilities Management packages have been sold to a number of customers and we are in contract talks with a higher education facility and a number of schools who were previously opted out of our services. There has already been a notable success with one of the largest high schools in Cardiff, where we are now providing several services. We have also secured a large fleet contract with a local building firm.</p> <p>Implementation of Facilities Management (FM)'s property maintenance / management software (RAMIS) is on target to 'go live' at the start of the</p>

## Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

new financial year. A data cleansing exercise is currently underway.

Regular engagement with staff and trade unions has continued throughout the period to ensure stakeholder support for service improvements and modifications in Commercial and Collaboration Services.

Green bag recycling collection tonnages from households in Cardiff increased by 5% for the Christmas period compared to the same period in the previous year; 3,195 tonnes of green bags were collected in 2016 compared with 3,034 tonnes in 2015 and 2,564 tonnes in 2014. The new Lamby Way Household Waste Recycling Centre is being built to replace the old Lamby Way Site and will facilitate a greater volume of traffic on site and more skips to recycle a greater variety of materials. Construction is due to be completed by February 2017. A public communications and media plan is being prepared.

### Issues:

1. **Building Maintenance Frameworks** – Develop fit for purpose Second Generation Building Maintenance Frameworks by summer 2017 to replace the current external contracts which are due to be renewed.
2. **Recycling Waste** – Increase the amount of high quality recycled waste to achieve recycling waste targets.

### Mitigating actions:

1. **Building Maintenance Frameworks** – (1i) Undertake condition surveys of the Estates buildings to prioritise maintenance requirements to be built into Second Generation Building Maintenance Frameworks. This will support services to provide greater assurance of statutory obligation compliance and improve service performance to clients.
2. **Recycling Waste** – (2i) Developing Re-use Centre. (2ii) Launched new recycling collections. (2iii) Commenced commissioning of the food waste treatment facility in Tremorfa.

### Next key steps:

1. **Building Maintenance Frameworks** – (1i) Inspections to be completed and prioritised. (1ii) Interim Building Maintenance Frameworks to be agreed.
2. **Recycling Waste** – (2i) Procure auto sorter. (2ii) Progress development of Re-use Centre – Secure property and third sector partner. (2iii) Review level of cross contamination in the food waste stream.

## Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

### 7. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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.	G	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	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	G	

### Priority 4: Working Together to Transform Services

- Improvement Objective 4.3: The City of Cardiff Council makes use of fewer, but better, buildings

### 8. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
% Reduction in Gross Internal Area (GIA) of buildings in operational use	4.20%	4.2%	N/A	0.9%	3.5%	G	CP	
% Reduction in total running cost of occupied operational buildings	5.30%	4.4%	N/A	2.2%	2.7%	G	CP	
Reduction in maintenance backlog (£)	£2,335,961	£3,200,000	N/A	£3,054,000	£4.3m	G	CP	

## Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

### 9. Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.3. The City of Cardiff Council makes use of fewer, but better, buildings	<p><b>Progress:</b> The inaugural Investment Estate Strategy has been completed and approved by Cabinet. A number of Capital Asset Transfers completed including Maes y Coed and Llanedeyrn Play Centre. Progressing Social Services moves and preparing for the disposal of Suffolk House to relinquish assets. Asset Management IT system approved by Investment Review Board and procurement being progressed.</p> <p><b>Issues:</b> Availability of specific skill set in existing staff resource.</p> <p><b>Mitigating actions:</b> Implement Estates Team restructure to address skills required.</p> <p><b>Next key steps:</b> Continue to progress recruitment process.</p>

### 10. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Implement new Investment Estate arrangements in order to improve performance and returns by March 2017.	G	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	G	
Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017.	G	G	G	

### 11. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0% (0)	0% (0)	100% (5)	
Q2	0% (0)	17% (1)	83% (5)	
Q3	0% (0)	0% (0)	100% (5)	5 Corporate Plan PI results available to date. Awaiting results for 1 Corporate PI.
Q4				

## Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

### 12. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 11					Progress against Directorate Core Business Actions (Part 2) total: 9				
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)	0% (0)	0% (0)
Q2	0% (0)	0% (0)	9.09% (1)	90.9% (10)	Q2	0% (0)	0% (0)	22.2% (2)	77.8% (7)
Q3	0% (0)	0% (0)	18.18% (2)	81.82% (9)	Q3	0% (0)	0% (0)	0% (0)	100% (9)
Q4					Q4				

### 13. Other Challenges and Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Funding models to deliver key infrastructure projects including the bus station, and the proposed Arena	Arena – Development of business case for the Arena and discussions taking place with Welsh Government. Bus station – Develop detailed business case for alternative funding scenario.			A/G	
Agree a strategy for the future of City Hall	Complete detailed options appraisal of City Hall.			G	
A new attraction at Cardiff Castle	Explore options and funding.			G	
Agree a future operating model for St David’s Hall / New Theatre	Prepare report for consideration by Cabinet in Quarter 4.			G	
Resourcing key posts.	Complete recruitment process for key posts in CTS and Cleaning Services. Establish different approach to ensure staffing resource is available and to achieve Estates income targets.			A/G	
Key Achievements (Good News and Successes) (Max. five)					
Dumballs Road housing development – Land acquisition to proceed.					
Central Square – HMRC has committed to establishing a new office in Central Square.					
Callaghan Square – A major Chinese investor is progressing investment of land at Callaghan Square (for a joint venue with Cardiff Met University)					
Commercial and Collaboration – Secured the first Integrated Contract for Waste, Pest Control and Depot Facilities					
Commercial and Collaboration – Free bulky collection service set up					

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## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> Communities, Housing & Customer Services	<b>Director:</b> Sarah McGill	<b>Number Employees (FTE):</b> 1,080	<b>Cabinet Members:</b> Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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### Priority 1: Better Education and Skills for All

- **Improvement Objective 1.3: Adult Learners achieve their potential**

#### 1. Performance Indicators

Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Percentage of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course	99%	98%	98%	100%	99.6%	G	DP	The customer satisfaction with Into Work Services remains high.
Number of individuals assisted through Into Work Services	30,845	41,000	29,316	21,000	40,005	G	DP	The number of individuals assisted remains constant, slightly above the result for Quarter 3 in 2015-16.

#### 2. Summary of progress

### Corporate Plan Priorities

#### Priority 1. Better Education and Skills for All

Improvement Objectives	Summary of progress (encapsulating commitment outcomes)
1.3: Adult Learners Achieve their Potential	<p>A success rate of 94% for learner outcomes 2015-16 achieved, ACL success rates have been improving over the last few years and this fantastic result is further evidence of the significant progress that's been made. For Term 1 (2016-17) the total number of priority learners who enrolled on Adult Community Learning grant-funded programmes was 977, against an overall enrolment figure for all programmes of 2,715, compared to last year where priority learner enrolments totalled 1017 with the total enrolments at 2708. Although priority learner enrolments are slightly reduced at this stage, it is anticipated that this will increase for terms 2 and 3. For 2015-16 this priority learner group achieved a success rate of 76%, an increase from 65% in 2014-15 and higher than the partnership average of 42% for 2015-16.</p> <p>The Into Work Advice Team has been able to create some ongoing employment offers in the last quarter, with the introduction of a new employment programme called Introduction to Childcare, developed in conjunction with Flying Start. This is a five-day programme designed to provide an insight to the different roles involved to those interested in finding employment in the Childcare sector. The team also assisted Dickens of Charles Street with</p>

## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> Communities, Housing & Customer Services	<b>Director:</b> Sarah McGill	<b>Number Employees (FTE):</b> 1,080	<b>Cabinet Members:</b> Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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their recruitment needs, including providing them with work-ready jobseekers and helping with job application completion. The Jobs Fair that took place in September 2016 was attended by more than 2000 jobseekers and 35 employers from a variety of sectors offering more than 10,000 job vacancies on the day. At least 10 jobseekers were offered positions on the day, with a number of others likely to have gained employment from links made at the event.

### 3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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.	A/G	G	G	
By March 2017, the Into Work service will: - Offer taster sessions in different employment sectors - Hold two 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.	G	G	G	

### Priority 2: Supporting Vulnerable People

- Improvement Objective 2.1: People at Risk in Cardiff are Safeguarded
- Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing
- Improvement Objective 2.3: People in Cardiff are Supported to Live Independently

### 4. Performance Indicators

Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Number of Landlords in Wales registered with Rent Smart Wales	68,563	26,000	NEW	26,450	NEW	G	CP	Rent Smart Wales is experiencing increasing demand as Landlords register as the enforcement measures are implemented.



## Quarter 3 2016-17 Directorate Performance Report

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Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Percentage of new service requests to be managed within Independent Living Services (ILS) as opposed to Social Care	57%	50%	NEW	53%	NEW	G	CP	The First Point of Contact team continues to work extremely hard to ensure that the best possible outcome is found for the citizens contacting Independent Living Services. As a result, the percentage of new requests to be managed within ILS as opposed to Social Care continues to improve and is above target for Quarter 3 at 65%, 57% YTD.
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	90%	NEW	99%	NEW	G	CP	The new procedures and monitoring process for the Council's Outreach service have been implemented and performance remains high.
Additional weekly benefit awarded to clients of the City Centre Advice Team	£8,733,566	£10m	£7,338,305	£6,117,449	£9,797,432	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	78.35	Q1 – 80 Q2 – 70 Q3 – 65 Q4 – 60	91	82	94	R	DP	Performance of void turnaround time continues to improve; the overall time taken to let void properties was 69 days in Quarter 3 (78.35 YTD), a significant improvement on the performance of 76.5 days in Quarter 2. During the quarter there were 228 properties made void, of these 49 (21%) properties were let through the quick turn-around process. The number of empty properties is now the lowest it has been since Quarter 3 of 2012-13 and rent loss through voids has considerably reduced.

### 5. Summary of progress

<b>Priority 2. Supporting Vulnerable People</b>	
<b>Improvement Objectives</b>	<b>Summary of progress</b>

## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> Communities, Housing & Customer Services	<b>Director:</b> Sarah McGill	<b>Number Employees (FTE):</b> 1,080	<b>Cabinet Members:</b> Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
<p>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</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 150</p>	<p>2.1: The Domestic violence support service recommissioning project has been given additional project management resource due to the complexity of the re-commissioning. Work is continuing on the draft outcome service and framework.</p> <p>2.2: The section 106 agreement has now been signed for the Braunton &amp; Clevedon site and a start date set for early March. The HPP scheme has now been re-branded as Cardiff Living and the website set up and all pages/text reviewed and agreed.</p> <p>The review of supported accommodation is underway and a needs assessment has been completed for the gender-specific gateway. A draft Rough Sleeping Strategy 2017-20 has been prepared for final discussions with the Cabinet Member for Health, Housing &amp; Wellbeing, in preparation for wider consultation and then Cabinet approval in March 2017.</p> <p>The Rent Smart Wales Memorandum of Understanding has been signed and returned by all Local Authorities. Local Authority training pack developed and delivered at North and South Wales training events. Enforcement module implemented in the Rent Smart Wales database.</p> <p>2.3: A document is being developed detailing the successes, issues, risks, solutions and next steps for Dewis, following a few issues. This will inform the vision for taking the system forward.</p> <p>A direct link between Hospital Occupational Therapy (OT) and Housing OT has been established including agreed joint visits for Delayed Transfers of Care (DToCs); this will be evolved further to address the difference between hospital and community working with potential for rotational secondments for hospital OTs, looking to improve patient flow.</p> <p>The number of DToCs for social care reasons has reduced from 98 delayed (April – November 2016), compared to 172 for the same period in 2015-16.</p>		

## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> Communities, Housing & Customer Services	<b>Director:</b> Sarah McGill	<b>Number Employees (FTE):</b> 1,080	<b>Cabinet Members:</b> Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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### 6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by March 2017.	G	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.	G	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.	G	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.	G	G	G	
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.	G	A/G	G	
Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation.	G	G	G	
Review the management of accommodation used by Homelessness Services by March 2017.	G	G	G	
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.	G	G	A/G	
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.	G	G	G	

### 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**

## Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1,080

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

### 7. Performance Indicators

Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99%	90%	NEW	99%	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)	75	40	33	84	67	R	DP	The average time a customer waits to be answered has been reduced by a further 20 seconds this quarter, with the in-quarter result being 55 seconds. This is the third reduction in a row. The continued rota adjustments and senior officer presence on the floor continues to improve performance.
The number of visitors to Libraries and Hubs across the City	1,839,464	3,100,000	1,586,139	1,245,321	3,068,228	G	CP	There has been an increase of 250,000 against the Quarter 3 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.

### 8. Summary of Progress

#### Corporate Plan Priorities

#### Priority 4. Working Together to Transform Services

##### Improvement Objectives

##### Summary of progress (encapsulating Commitment Outcomes)

4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services

Llandaff North Hub has been completed and is opening at 10am on Thursday 12<sup>th</sup> January. Llanedeyrn Hub @The Powerhouse has been delayed due to procurement issues. Work started on site in September, with a revised completion date of May 2017.

The CRM project remains in Global Escalation Status (GES). SAP investigations have led to recommendations for significant code changes to be made. Code changes have been made in both test tenants and are awaiting live release. (Due on 10th January 2017). Promotion of code has been delayed as a result of regular quarterly upgrade works in November 2016.

## Quarter 3 2016-17 Directorate Performance Report

**Directorate:** Communities, Housing & Customer Services

**Director:** Sarah McGill

**Number Employees (FTE):** 1,080

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### 9. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Progress the agreed Community Hubs development programme by delivering new Hubs in: <ul style="list-style-type: none"> <li>Fairwater by June 2016</li> <li>Splott by October 2016</li> <li>Llanedeyrn by December 2016</li> <li>Llandaff North by January 2017 and</li> <li>Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016</li> </ul>	G	A/G	A/G	
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.	R/A	R/A	R/A	

### 10. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	8% (1)	0% (0)	92% (10)	2 annual
Q2	0% (0)	0% (0)	100% (11)	2 annual
Q3	0% (0)	0% (0)	100% (11)	2 annual
Q4				

### 11. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 13					Progress against Directorate Core Business Actions (Part 2) total: 53				
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)	7.5% (1)	15% (2)	77.5% (10)	Q2	0% (0)	0% (0)	11% (6)	80% (47)
Q3	0% (0)	7.5% (1)	15% (2)	77.5% (10)	Q3	0% (0)	7.5% (4)	7.5% (4)	85% (45)
Q4					Q4				

## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> Communities, Housing & Customer Services	<b>Director:</b> Sarah McGill	<b>Number Employees (FTE):</b> 1,080	<b>Cabinet Members:</b> Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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### 12. Other Challenges and Achievements

Key Challenges for Directorate		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Communities First - The announcement from the Welsh Government Communities and Children Secretary on the potential ceasing of the Communities First Programme.	Currently out to public consultation with no decision expected until January/February 2017. Staff are working with providers to look at alternative commissioning opportunities.		R/A	R/A	
SAP CRM roll out	The CRM project remains in Global Escalation status. SAP investigations have led to recommendations for significant code changes to be made which will be implemented and made live in the new year.		R/A	R/A	
Void turnaround times	Significant improvements continue to be made. The target has not been met, but the in quarter figure (69.05) was the lowest since Quarter 4 2012-13. A restructure has been carried out which joins the repairs section of the work with the voids management section, both now sit under Landlord Services.		A/G	A/G	
Real Smart Wales – The number of licences issued is below target	With the introduction of enforcement measures, a spike in licences issued was seen towards the end of Quarter 3; it is anticipated that this trend will continue and the target will be met.		A/G	A/G	
Commercialisation – challenging income targets for the Alarm Receiving Centre	Full project plan has been developed identifying potential income opportunities. Updates against each opportunity are reviewed weekly to monitor progress. Main update in Quarter 3 – service joined to the Public Sector Broadband Aggregation in October 2016 and successful Welsh Government Grant to install CCTV at Shirenewton on 12 <sup>th</sup> October 2017.			A/G	

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

<b>Adult Community Learning (ACL)</b> – Notification has now been received confirming a 94% success rate for Academic Year 2015-16, ACL success rates have been steadily improving over the last few years and this fantastic result is further evidence of the significant progress that's been made.
<b>C2C Hits 6 Million Call Milestone</b> – On 4 <sup>th</sup> November C2C received its 6 millionth call since the launch in September 2001; contact volumes into C2C have grown every year as the hard-working team handle an ever increasing list of services.
<b>Benefit Cap Advisor Event</b> – In advance of the anticipated impact of the Benefit Cap reductions in January, the Advice and Welfare Reform teams hosted an advisor event for the many agencies in the city working with those affected and the event was attended by over 100 people.
<b>Housing Strategy</b> – The strategy was accepted by Council on 24 <sup>th</sup> November 2016; as the over-arching housing strategy for Cardiff, this document sets the strategic direction for housing provision and services across all tenures and identifies the key priorities for the Council and partners.
<b>Award Nomination</b> – C2C has been nominated for the Contact Centre Awards for the third year in a row, last year winning the award for People Engagement, formally recognising the success of the centre's Staff Engagement Strategy.
<b>Tenant Participation</b> – On 4 <sup>th</sup> October a Tenant Participation Conference was held at City Hall, attended by 100 tenants as well as partner organisations, with stalls providing advice and information, the event was a great success with a number of new connections made.

## Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

### Priority 3: Creating More and Better Paid Jobs

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

#### 1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
PLA/004 (a) – Percentage of major planning applications determined during the year within 13 weeks	33.3%	25%	5%	84.6%	12%	G	DP	Exceeded target and good positive trends; historical Data Unit National definition revised, to be used as a local indicator which includes agreed extensions
PLA/004 (c) – Percentage of householder planning applications determined during the year within 8 weeks	95.1%	80%	75.4%	97.1%	71.4%	G	DP	As above
TPI/007 – Percentage of adults aged 60+ who hold a concessionary bus pass	98%	94%	95.5%	97%	96.5%	G	CP	Exceeded target, good positive trends
LTPPI/011 – Mode of Travel to Work: Sustainable Transport	2016-17 Result 44.9%	44.6%			44.1%	G	CP	Target exceeded, good positive trends which are in no small part due to the schemes and initiatives implemented last year (annual PI)
LTPPI/011C – Mode of Travel to Work: Cycling	2016-17 Result 10.0%	10.2%			9.2%	A	CP	Result improved on previous year, however target not met this year which may be due to external issues such as the weather, although a sustained 1% shift to cycling from other modes each year was always going to be a challenge to achieve (annual PI)

## Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

### 2. Summary of Progress

#### 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

##### Summary of progress (encapsulating Commitment Outcomes)

###### Progress:

- Major public spaces transport moving forward with new Central Square/ transport interchange
- Schemes for the A469/A470 have been reprogrammed to be completed in January 2017
- The Cardiff Capital Region Transport Authority (CCRTA) has been established to co-ordinate transport planning and investment within the region and formally met for the first time in October to outline the actions needed to support the City Deal.
- Transport Strategy was approved by Cabinet in October 2016 and the engagement questionnaire was published in December 2016, with feedback sought by February 2017. Cabinet has approved the launch of a 12-week consultation on the Integrated Network Map, which sets out the future cycle network plan
- The Cardiff Bay Programme/Action plan was prepared and informed by regular steering group meetings across the Directorate; several projects are coming forward including Volvo, Mermaid Quay and Britannia Park
- Meetings continue along with South East Wales Directors of Environment & Regeneration (SEWDER) and South East Wales Strategic Planning Group (SEWSPG) in order to reach a position of consensus on how it is considered to best move forward in preparing a Regional Plan
- Major improvements to highway network programmed

###### Issues:

We are waiting to learn the form of Metro.

###### Mitigating actions:

A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.

###### Next key steps:

Continue to deliver milestones associated with key commitments to support the Improvement Objective.

### 3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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)				



## Quarter 3 2016-17 Directorate Performance Report

<b>Directorate:</b> City Operations	<b>Director:</b> Andrew Gregory	<b>Number Employees (FTE):</b> 992	<b>Cabinet Members:</b> Cllrs Patel, Derbyshire, Bradbury
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Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	A/G	A/G	R/A
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	A/G	G	G
Deliver first phase of the Action Plan for Cardiff Bay by December 2016	G	A/G	G
Work with neighbouring Local Authorities and other relevant stakeholders to prepare Strategic Development Plan (SDP) for Cardiff Capital Region by 2021	A/G	A/G	G
Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016	A/G	R/A	A/G
Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016	G	A/G	G

### 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**

#### 4.1 Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
PPN/009 – Percentage of food establishments which are 'broadly compliant' with food hygiene standards	92.7%	94%	94.4%	93%	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	98.5%	90%	99.9%	98.1%	97.9%	G	CP	Exceeded target, good positive trends

## Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
SC/001 - Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	84.2%	90%	89.3%	98.1%	88.3%	A	LBI	The decrease in performance relates to a movement of resource to deal with leaf clearance in this quarter. A historical review will be undertaken but this year considerable effort was made by cleansing to limit the issues from leaf fall and this was to the detriment of litter collection. An additional 1200 tonnes of litter, waste and detritus is forecast to be removed this year via Neighbourhood Services Cleansing.

### 5 Summary of Progress

#### Priority 4. Working together to transform services

##### Improvement Objectives

##### Summary of progress

4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services

##### Progress:

- New Play Delivery Model has been fully implemented in Llanedeyrn (and is close to going live in Grangetown and Ely) and has commenced throughout other neighbourhoods in Cardiff, working closely with schools and local community groups. School Holiday programme complete – activities provided within local community settings across Cardiff
- Following approval transition period for leisure, new provider / operator to deliver service with monitoring arrangements starting to be put in place following appointments
- Neighbourhood Services (NS) is progressing well and has delivered 'blitz' working for 4 months. Neighbourhood Services Enforcement is programmed to commence in January 2017 to enforce Highways Licenses for skips, tables & chairs, A-frames and other structures on the highway. Partnership agreed with Keep Wales Tidy to support the 'Love Where You Live' initiative. Pilot undertaken with the Business Improvement District for higher level cleansing in the City Centre

##### Issues:

Long-term issues of performance and culture change in key areas is needed.

**Mitigating actions:** see below

**Next key steps:**

## Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Completion of remaining building transfers relating to play.

**New leisure contract partnership to be fully established.**

Develop digital support for Neighbourhood Services' frontline teams and processing with Chipside. Work with Organisational Development and ICT on 'Report It' App. Work with the Business Improvement District on income opportunities / city centre improvements. Improve reporting on Neighbourhood Services enforcement performance to demonstrate improvements.

Engagement action plan being developed with teams.

## 6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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	G	A/G	A/G	
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	A/G	G	G	

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## Summary of Corporate Plan PI Results

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	0	6.6% (1)	26.6% (4)	Suite of indicators reduced from 17 to 15 due to Commercial Services transferring to Economic Development. For the Quarter concerned, 10 of these PIs had no results, either because they were annual (9) or awaiting clarification on responsibilities between Shared Regulatory Services and Communities & Housing (1) – this has now been settled
Q3	0	13% (2)	33.3% (5)	8 PIs have no results as yet, either because they are annual (7) or they are quarterly awaiting validation (1)
Q4				

## Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

### 8. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 8					Progress against Directorate Core Business Actions (Part 2) total: 31				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0	0	50% (5)	50% (5)	Q1	0	18% (6)	39% (13)	43% (14)
Q2	0	12.5% (1)	62.5% (5)	25% (2)	Q2	3.2% (1)	9.7% (3)	45.1% (14)	42% (13)
Q3	0	12.5% (1)	25% (2)	62.5% (5)	Q3	6.4% (2)	9.7% (3)	38.7% (12)	45.2% (14)
Q4					Q4				

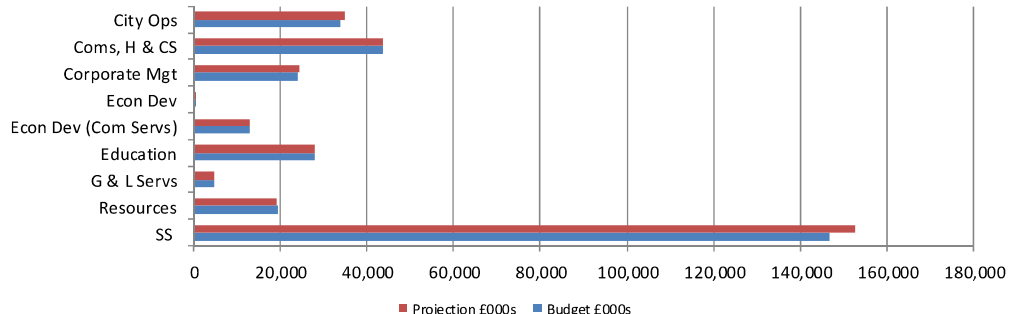
### 9. Other Challenges and Achievements

Key Challenges for Directorate		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Budgets – deliver and define balanced budget for 2016-17	Regular meetings being held to help mitigate with key support from teams and financial staff	R/A	R/A	A/G	
Define, implement and embed service alternative delivery models (Play, Leisure & Neighbourhood Services)	Completion of remaining building transfers relating to play	R/A	R/A	A/G	
Funding to support Asset Maintenance & Renewal Strategy	A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.		R/A	R/A	
Sickness targets not being met	Action plans being produced on a monthly basis for Chief Executive			R/A	
Key Achievements (Good News and Successes)					
Leisure Centre Partnership with GLL commenced on 1 <sup>st</sup> December.					
Energy & sustainability key support for retaining Green Dragon Level 3 Environmental Standard status, host of energy savings and CO <sub>2</sub> reduction					
Dedicated Volunteer Co-ordinator appointed to work more closely with community and groups to promote and increase volunteer working across directorate					
Transport Strategy approved by Cabinet / Cycle Integrated Network Map Approved by Cabinet / Local Sponsor for Cycle Hire scheme secured					
Street Cleansing Blitz rollout positive response / Positive delivery and improvements to highway patching process (pothole repairs)					

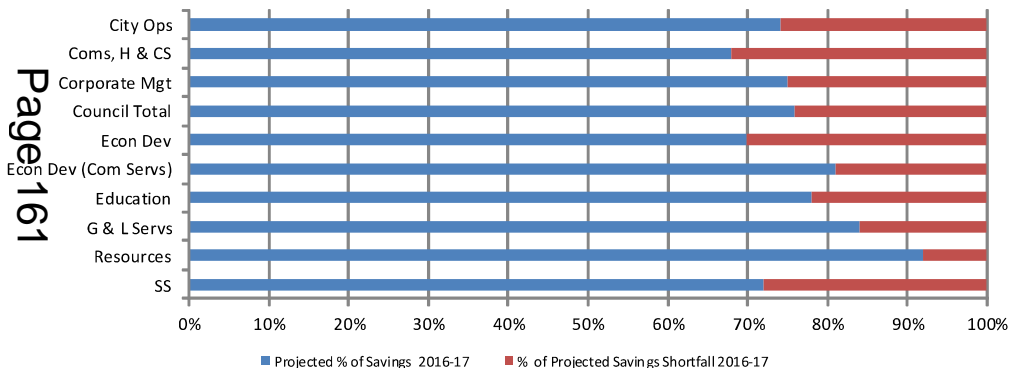
# Council Overview Scorecard Quarter 3 2016-17

## Financial - tracking financial success and value

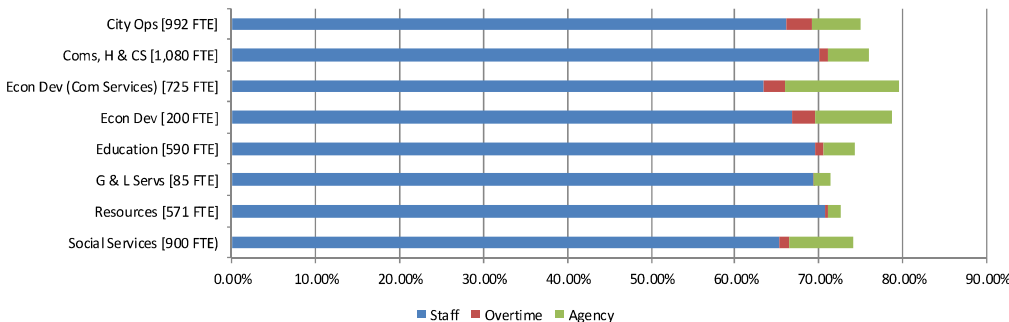
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 3

## Customer - clarifying and adding value to the customer

### Social Media

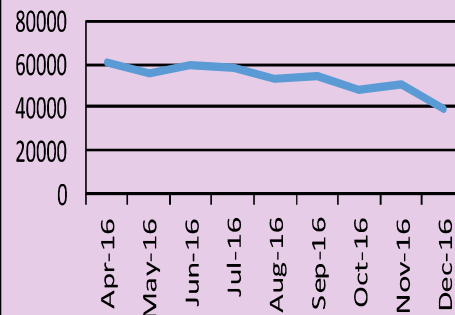
#### Twitter

68,055 followers @cardiffcouncil  
2,178 followers @cyngorcaerdydd  
8,269 Facebook Likes

### Customer Satisfaction Levels Q2

Visitors to Hubs : **99%**  
Callers to C2C : English - **96%** Welsh - **97%**  
Repair Reporting Line : **89%**

### Calls to Connect to Cardiff



### Customer Languages

Welsh calls to C2C account for **0.68%** of the total calls.

Chinese, Polish, Hungarian and Portuguese are the most popular languages in which to view the Council's website

Other than English, Arabic (5.2%) and then Portuguese (1.1%) are the most popular language requirements for clients to the City Centre Advice Hub.

Of the 93,660 accounts set up with Rent Smart **2%** have been in Welsh

During the 1st half of the year there were **1,839,464** visits to Library & Hubs across the City.  
This is up from 1,101,367 (40%) for the same period last year.

77.5% of **Parking permit applications** now made online  
74.3% of **requests for caddies / extra bags** made online  
Over 60% of visits to the website made through **Mobile / Tablet Devices**

### Complaints

527 complaints were received during Quarter 3. This is a 23% increase in complaints from Quarter 2, with 94% being responded to within 20 days

### Information Requests

Compliance with Freedom of Information Requests was 92.17%. Compliance with multi-function requests increased from 81% in quarter 1 to 97% in quarter 3.

# Council Overview Scorecard Quarter 3 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.

↑ 14 Green

↓ 6 Amber/Green

→ 7 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.

The 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.

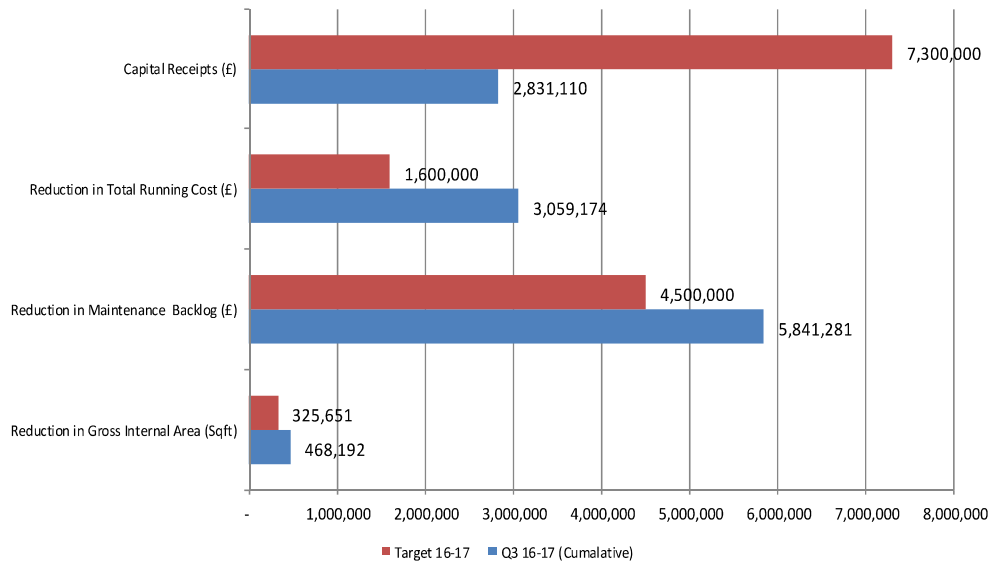
↑ 15 Green

↓ 7 Amber/Green

↑ 4 Red/Amber

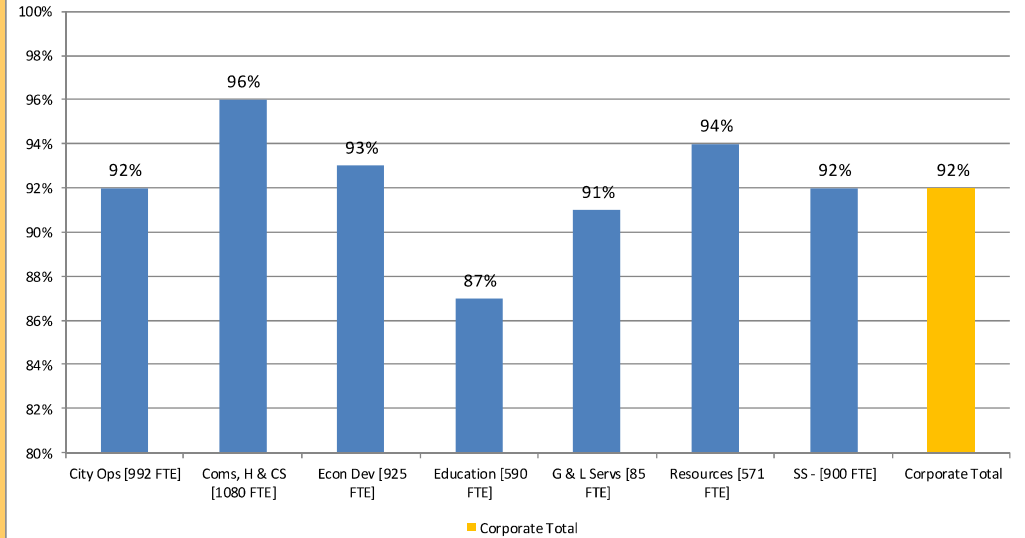
→ 0 Red

### Corporate Asset Management 2016-17

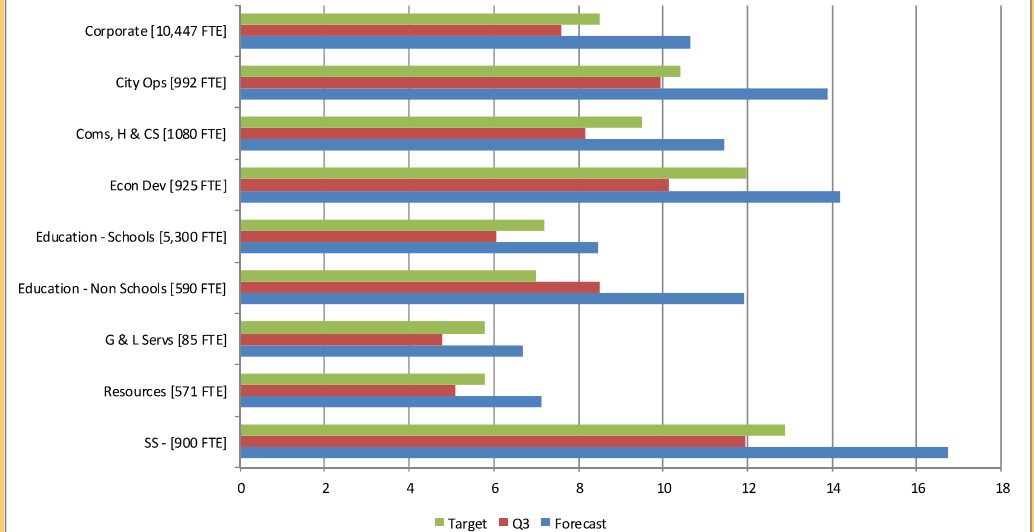


## Learning & Growth - inspired, competent, engaged & aligned workforce

### PPDR - Half Year Review Compliance



### Sickness Absence - FTE Days Lost Per Person



92% of Return to Work Interviews have been completed across the organisation

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## 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
<b>Red</b> - any indicator which is 10% or greater off target
<b>Amber</b> - any indicator 0.1% - 10% off target
<b>Green</b> - 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



**Performance Report - Quarter 3 - City Operations**

**Projected Budget Outturn 2016/17**

Division	Net Budget	Projected Outturn	Variance	Comments
	£000's	£000's	£000's	
Leisure Services	2,815	3,984	1,169	Leisure ADM +£1.080m; CIWW +£107k; Community Halls +£66k; Leisure Centres (£69k); Specialst Facilities (£15k).
Parks & Sport	5,544	5,474	-70	Design fees +£52k; income +£34k; agency +£10k; toilets +£59k; staff vacancies/recharges (£88k), grounds mtnce (£47k); Sports Development (£47k); Bute Park Events (£20k); RHS Show (£24k).
Cardiff Harbour Authority	5,891	5,891	0	Projecting full spend

**Savings Target 2016/17**

Division	Target	Projected Achieved	Shortfall	Comments
	£000's	£000's	£000's	
Leisure Services	1,950	835 43%	1,115 57%	Leisure ADM £1.080m; Canton Community £85k; Income & Efficiencies (£50k)
Parks & Sport	841	744 88%	97 12%	Landscape Design £52k, Income £34k, Agency £10k
Cardiff Harbour Authority	385	385 100%	0 0%	All savings realised

**Staff Budgets, Overtime & Agency 2016/17**

Division	Annual Staff Budget	Total Staff Spend Q3	Gross Pay, NI, Pension	Overtime	Agency	Comments
	£000's	£000's	£000's	£000's	£000's	
Leisure Services	5,815	5,702 98.06%	4,745 81.60%	281 4.83%	676 11.63%	High ratio of spend as budget reflect transfer to GLL and no budgets for Canton Community Hall.
Parks & Sport	5,473	4,145 75.74%	3,502 63.99%	105 1.92%	538 9.83%	In line with profile. Agency spend reflects summer seasonal staff.
Cardiff Harbour Authority	2,692	1,903 70.69%	1,854 68.87%	49 1.82%	0 0.00%	Below profile reflecting temporary vacant posts

## Financial Implications of Sickness Absence

Generate For: Quarterly, Year: 2016-17

Organisation: PARKS SPORT &  
HARBOUR, FTE in: Days

Post Type: Temporary, Permanent, Exclude Organisation: LEISURE CLIENT  
CONTRACT

Sr. No.	Month	Total FTE	Total Person FTE	Short term Sicknes s FTE	Long term Sicknes s FTE	Total Sicknes s FTE	Short term Sicknes s (in %)	Long term Sicknes s (in %)	Total FTE lost (in %)	No of Days Lost per Employe e Year
1	April - June	15665.54	819.75	191.73	402.81	594.54	1.25	2.63	3.89	8.7
2	July - September	15929.05	825.85	295.28	855.61	1150.89	1.92	5.55	7.47	16.72
3	October - December	15536.49	831.74	362.02	796.88	1158.9	2.33	5.13	7.46	16.72
4	January - March	10424.73	562.69	251.36	448.68	700.04	2.39	4.27	6.66	14.93
	Total	57555.81	3040.03	1100.4	2503.97	3604.37	1.94	4.41	6.35	14.23
	Average	14388.95	760.01	275.1	625.99	901.09	-	-	-	-

## Performance Information – Quarter 3 – Communities, Housing and Customer Services

<b>Projected Budget Outturn 2016/17</b>	
(As a directorate, Communities, Housing and Customer Services is projected to spend its budget, with minimal overspend – see Appendix A)	
Libraries	£149,356 overspend
Into Work Services	£48,434 underspend
Hubs (HRS & GF)	£334,832 underspend
Adult Community Learning	£30,000 underspend

<b>Percentage of Projected Savings 2016/17</b>	
(As a directorate, Communities, Housing and Customer Services is projected to achieve 68% of savings for 16/17 – see Appendix A)	
Libraries	66.8% achieved (£167,000 of £250,000 target)
Into Work Services	100% achieved
Hubs (HRS & GF)	100% achieved
Adult Community Learning	100% achieved

<b>Staff Budgets, Overtime &amp; Agency</b>	
(As a directorate, Communities, Housing and Customer Services has spend approximately 76% of its staffing budget by Quarter 3 – see Appendix A)	
Libraries	Staffing Budget £2,176,280 Projected agency spend £157,805 Projected overtime £18,718
Into Work Services	Staff Budget £401,120 Projected agency spend £3,707 projected overtime £144
Hubs (HRS & GF)	Staffing Budget £2,650,250, Projected agency spend £79,840 Projected overtime £8,009
Adult Community Learning	Staffing Budget £819,270 Projected agency spend - £54,090

<b>Sickness Absence – FTE Days Lost per Person</b>	
(As a directorate, Communities, Housing and Customer Services has a target of 9.5 FTE Days Lost per person)	
Libraries	7.50
Into Work Services	12.65
Hubs (HRS & GF)	3.09
Adult Community Learning	7.50

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

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**9 MARCH 2017**

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**CARDIFF CONTEMPORARY 2016**

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**Reason for Report**

1. To provide Members with an overview of the *Cardiff Contemporary* Festival that was held in the city from 20 October – 19 November 2016, and how this sits within the wider Cardiff Contemporary Initiative. This will assist Members in scrutinising the success of the initiative and the Council's ongoing support.

**Background**

2. Cardiff Contemporary is an initiative and biennial festival celebrating and promoting the visual arts in the capital city of Wales. A Cardiff Council-led initiative, it received funding from the Arts Council of Wales and was developed in partnership with Cardiff's communities of artists, designers and architects to support the agendas and ambitions of both the visual arts community and the City of Cardiff Council.
3. The project was initiated within the 2012 – 2014 Corporate Plan under the priority "Delivering first class sporting, cultural, arts and entertainment events". In order to achieve this, the Plan committed to:

*"Delivering phase 1 of a new Contemporary Cardiff initiative in October 2012 with a month of contemporary arts events across the city [...]."*

4. The Council's commitment to 'Cardiff Contemporary' is re-emphasised in the Corporate Plan 2015-2017 which states that:

*“Cardiff’s reputation as a sporting capital is being matched by our cultural offer. Important events such as Cardiff Contemporary – a city wide festival of visual arts- points to how things can be done in the future. By working with artists and communities, art and culture is being taken out of museums and galleries and into the communities of Cardiff. It is an exciting agenda and a real demonstration of how the Council can continue to support the Arts in the future.”<sup>1</sup>*

5. The Cardiff Tourism Strategy<sup>2</sup> identifies that tourists are motivated by trends and products, including contemporary culture through visual and performing arts. Cardiff Tourism Strategy and Action Plan: 2015 – 2020 contains a commitment for Cardiff Council to “...strengthen the existing Cardiff Contemporary Arts event.” as part of the action to “Establish at least THREE signature Cardiff events and festivals that will generate bed nights and times of low occupancy...”.
6. Attached at **Appendix A** is the Draft Cardiff Contemporary Festival 2016 Report – a post event summary of the festival. Members may wish to note that the report is in draft format as the project does not officially finish until 31 March 2017. The final report will be designed in Cardiff Contemporary's house formatting of white font on a black background.
7. Page 2 of **Appendix A** indicates that the ongoing aims of Cardiff Contemporary are to:
  - Recognise the City's wealth of creative talent and activity, and promote Cardiff as a platform for a collective, creative vision.
  - Encourage and raise the profile of visual art activity in Cardiff to local, national and international audiences.

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<sup>1</sup> Available - <https://goo.gl/RSReiB> - Page 11 of Appendix 1

<sup>2</sup> Considered by Economy and Culture Scrutiny Committee on 8 December 2016 - <https://goo.gl/woLHW9>

- Nurture and promote the wealth of artistic talent and activity present in Cardiff and encourage new visual art activity.
- Encourage public engagement with the visual arts.
- Establish Cardiff as an innovative, progressive world city for contemporary arts and design.

## Cardiff Contemporary Festival 2016 – Communication

8. The Cardiff Contemporary Festival 2016 Report at **Appendix A** provides a comprehensive overview of the arts festival which took place between 20 October and 19 November 2016. This overview includes statistics and estimates on the number of visitors engaging with the festival, the number of artists involved, information on each residency and commission, and information on the partnerships with both arts and business organisations that helped deliver the festival.

9. Page 3 of **Appendix A** gives the following statistics:

- 382 artists and curators involved.
- 10 direct commissions.
- 19 associated events and workshops.
- Work from over 30 countries featured.
- Total attendance to invigilated spaces: Over 57,477 + 1180 Cardiff Open Studios.
- 1 artist in residence.
- 23 employment opportunities created.

10. The countries listed below were represented through the commissions and partner activities of Cardiff Contemporary 2016:

Algeria	China	Ghana	Japan	Russia	Spain
Angola	Croatia	Holland	Lebanon	Scotland	Sweden
Australia	England	Iraq	Netherlands	Serbia	Turkey
Austria	France	Ireland	Nigeria	South Africa	USA

The importance of this international exposure is asserted in **Appendix A**:

*“As an initiative, Cardiff Contemporary is distinctively Welsh, but also outward looking – aiming to build an international and culturally connected profile, which will help to positively reposition Cardiff to an international audience and encourage more visitors to the city, and to Wales.”*

11. Cardiff Contemporary Festival looked to bring art into the public realm in order to maximise public engagement. This was achieved by transforming existing and unused spaces and buildings into active parts of the art festival. As a result 13 spaces were transformed into exhibition spaces, residency studios and performance venues, including a derelict former Bevan Triumph motorcycle showroom; Stadium Plaza; and the Customs and Immigration Building. Information on each of these spaces can be found on Page 18 of **Appendix A**.

12. Cardiff Contemporary Festival is an example of the Council working in partnership and establishing joint working practices across sectors. This is highlighted within **Appendix A** which states;

*“One of the most valuable and sustainable legacies of developing a large scale project such as Cardiff Contemporary is the opportunity to establish new joint working practise across sectors, strengthening and developing new partnerships. The Cardiff Contemporary initiative has particularly focussed on facilitating collaboration between local and national stakeholders, the artistic community and cultural, educational, commercial and governmental sectors.”*

The key arts partners and a comprehensive list of the organisations and businesses working in partnership with the Council to deliver the Festival are identified on **page 16**. The report also highlights that collaboration across Council directorates is key to the successful delivery of the festival.



13. During 2015 the 2016/17 budget for Cardiff Contemporary was reduced (see paragraphs 15 – 16 below). The 2016 Festival successfully applied for funding from the Arts Council for Wales and received significant levels of in-kind contributions such as vacant spaces for art exhibitions, translation services and banner printing. These are detailed on **pages 10 and 11 of Appendix A**.
14. Attached at **Appendix B** is a comprehensive list of media coverage the Cardiff Contemporary Festival received, including video interviews, online articles and artist interviews.

## **Previous Scrutiny**

### **Budget Proposals 2016/17**

15. In December 2015, the Council published a set of 2016/17 budget proposals for consultation. These proposals included a number of budget savings relating to the Arts in Cardiff, including the following:
  - **Cease Cardiff Contemporary Initiative** - release revenue saving equivalent to one post by identifying alternative funding for the Cardiff Contemporary initiative.
  - **£37,000** (allocated against employee costs).
  
  - **Remove Cardiff Contemporary Project Budget** - release revenue saving by Identifying alternative funding sources for the Arts Management budget associated with the Cardiff Contemporary project.
  - **£50,000** (allocated against other savings).
16. Following the consultation period, including representations made from the Arts Community to the Economy and Culture Scrutiny Committee, a number of proposed savings were removed from the 2016/17 Budget. This included the

£37,000 saving listed above, with funding retained for staff to deliver the 2016 Festival.

### **Cardiff Contemporary Festival 2014**

17. In April 2015, the Economy and Culture Scrutiny Committee considered the 2014 Cardiff Contemporary Festival. Members received a comprehensive overview of the arts festival, including statistics and estimates on the number of visitors engaging with the festival, the number of artists involved, information on each residency and commission and information on the partnerships with both arts and business organisations that helped deliver the festival.
18. Following this meeting, Members wrote to Councillor Bradbury, Cabinet Member - Community Development, Co-operatives & Social Enterprise to make the following points:
  - It was clear that Cardiff Contemporary Festival 2014 was a success, giving worldwide exposure to the city of Cardiff, working with numerous partner organisations to deliver the event and bringing contemporary art to the public realm.
  - Members were concerned that no Economic Impact Assessment has been undertaken to demonstrate and evidence the benefits the 2014 Festival will have had for the Cardiff economy. The Committee recommended a comprehensive Economic Impact Assessment is undertaken for the next Cardiff Contemporary Festival in 2016.
  - Members were particularly pleased to hear that Cardiff Contemporary Festival aims to make art accessible to all people in the city, and in particular that young people from Communities First areas were engaged through workshops and other activities.
  - Members noted that there are no plans for funding to be withdrawn from this project, and that the Council has an exciting opportunity to support a vibrant arts community through the Cardiff Contemporary Arts Festival..

19. The Cabinet Member - Community Development, Co-operatives & Social Enterprise replied to this letter stating:

*“I was delighted that the Committee was pleased with the Cardiff Contemporary Festival, which has been the largest ever held in the city. Although a simple evaluation of economic impact had been produced, we will take on board the Committee’s recommendations to carry out a more significant analysis for the 2016 event. [...] The Committee’s point regarding the importance of outreach work around the festival to achieve maximum community involvement will be taken on board in the planning for the 2016 Festival.”*

### **Cardiff Tourism Strategy**

20. On 8 January 2015, the Economy & Culture Scrutiny considered at item on a Tourism Strategy for Cardiff. During this item Professor Terry Stevens gave a presentation that identified ‘Contemporary Visual Arts’ as a priority for tourism in Cardiff, highlighting the need for ‘signature Cardiff events’. The need to work in partnership and collaboration across sectors was also emphasised. Cardiff Contemporary Festival may be considered to achieve these aspirations. Professor Stevens was a driving force behind the initiation of Cardiff Contemporary following a consultation period in 2010-11.
21. The Cardiff Tourism Strategy and Action Plan: 2015 – 2020 contains a commitment for Cardiff Council to “...strengthen the existing Cardiff Contemporary Arts event.” as part of the action to “Establish at least THREE signature Cardiff events and festivals that will generate bed nights and times of low occupancy...”.

## Way Forward

22. Councillor Peter Bradbury (Cabinet Member for Community Development, Co-operatives and Social Enterprise) will be joined by Kathy Richards (Head of Culture, Venues & Events) and Ruth Cayford (Visual Art Manager), to provide Members with an overview of Cardiff Contemporary Festival 2016 and the ongoing plans for the future of the festival.
23. Members of the Committee will have the opportunity to provide comments and observations, identify priorities and form recommendations for the Cabinet for consideration.

## Legal Implications

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

25. 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**

26. 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 of Governance and Legal Services

3 March 2017

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**CARDIFF COUNCIL REPORT  
ADRODDIAD CYNGOR CAERDYDD**

**CARDIFF CONTEMPORARY FESTIVAL  
GWYL CAERDYDD GYFOES**

***DRAFT***  
***DRAFFT***

**ARE YOU READY?  
YDYCH CHI'N BAROD?**

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DRAFT

**INTRODUCTION**

# CARDIFF CONTEMPORARY FESTIVAL GŴYL CAERDYDD GYFOES 20.10 – 19.11.2016

cardiffcontemporary.co.uk  
caerdyddgyfoes.co.uk

#COMMUNICATION  
#CYFATHREBU



 Cymdeithas Cymru Arts Council of Wales  The National Lottery Y Loteri Genedlaethol  CARDIFF COUNCIL

This report offers an overview of Cardiff Contemporary Festival 2016, which took place between 20 October - 19 November 2016. An established citywide biennial festival promoting and celebrating the visual arts in the capital city of Wales; Cardiff Contemporary is a Cardiff Council initiative, co-funded by the Arts Council of Wales, and developed in partnership with Cardiff's communities of artists, designers and architects.

Following on from the success of the 2014 festival season, artists from Wales and beyond were invited to make and showcase new works that responded to the theme of 'Communication' inspired by Marconi's first wireless signal overseas from Flatholm in 1897. Since that first communication, which began [allegedly] with the question 'Are you ready?' transmitted in Morse code, modes of communication have proliferated and contemporary artists and makers have increasingly exploited new technologies to extend the reach of their work. But, above all, the arts are a conversation between the viewer/audience.

The ongoing aims of Cardiff Contemporary are to:

- **Recognise the City's wealth of creative talent and activity, and promote Cardiff as a platform for a collective, creative vision.**
- **Encourage and raise the profile of visual art activity in Cardiff to local, national and international audiences.**
- **Nurture and promote the wealth of artistic talent and activity present in Cardiff and encourage new visual art activity.**
- **Encourage public engagement with the visual arts.**

- **Establish Cardiff as an innovative, progressive world city for contemporary arts and design.**

The project is integral to Cardiff Council's plan for contemporary visual arts and its vision for the economic profile and regeneration of the city, and worked innovatively to ensure optimal collaboration with local and national stakeholders including the artistic community and cultural, educational, commercial and governmental sectors. The initiative has created and developed international dialogues and partnerships which encouraged high profile visual arts festivals, events, installations, exhibits and activity for an exciting city-wide experience - creating a buzz for cultural tourism, promoting cultural democracy, breaking down barriers to participation, and maximizing public engagement.

Cardiff Contemporary 2016 presented a coordinated programme of curated activity which included 10 direct commissions and an artist in residence; visual art exhibitions, innovative sonic art interventions, talks and events, transformation of spaces and an artist Open Studios weekend, all of which was supported by a dedicated website, high social media presence and trained invigilation programme. Through these commissions, the festival directly engaged with over 382 artists and curators. The commissions facilitated over 19 events featuring work from over 30 countries, promoting Cardiff's cultural profile in the international stage.

Cardiff Contemporary worked in partnership with other cultural events, festivals and organisations that have already made Cardiff their home, including the international Artes Mundi prize, Experimentica Festival for live art and performance and Made By Hand, contemporary craft fair at City Hall.

*Incredibly proud of my city and friends for making Cardiff Contemporary happen and proud too of the artists and curators showing here. As an artist living and working in Cardiff I have felt deeply encouraged by watching visitors engage with the festival, in conversation around the art and have made a lot of new friends and acquaintances whilst joining them in doing so. Thanks especially to Ruth and Lauren for their tireless work behind the scenes...this festival serves as a timely reminder to take responsibility for what you love in the face of negative change. Talk about art, share the hard work of those supporting contemporary art and encourage those who understand its relevance in breaking barriers that other forms of communication driven by authority fail to serve.*

**Ian Watson, Cardiff Contemporary Invigilator**

This report summarises each commission and highlights the number of people who engaged with the festival and who had access to it. The insights collected together include feedback from commissioned artists, curators, organisations, visitors, participants and social media comments, all of which is underpinned by an active knowledge exchange between artists, organisers and the public.

*Cardiff Contemporary has real potential to develop and occupy an important place in the UK's contemporary art scene and to continue to gather momentum, attention and public engagement as it embeds itself in the Cardiff psyche.*

**Emma Geliot – Editor, CCQ Magazine**

*Best @cardiffcontemp yet, each more bold and ambitious than the last. Bring on 2018!*

**Ben Borthwick – Director of Plymouth Arts Centre**  
**FESTIVAL STATISTICS**

1 Artist in Residence

10 direct commissions

Employment opportunities created: 23

Buildings and spaces transformed: 15

Associated events & workshops: 19

Participants directly involved with commissions: 42

Total artists and curators involved: 382

Cardiff Open Studios artists: 140

Total attendance to invigilated spaces: Over 57,477 + 1180 Cardiff Open Studios (in August 2016)

Countries participated directly in the festival: 30 (15% of world countries)

**ARTIST APPLICATIONS**

Cardiff Contemporary 2016 Artist Call-out (English)

1,026 downloads

Cardiff Contemporary 2016 Artist Call-out (Cymraeg)

108 downloads

Cardiff Contemporary 2016 Residency (English)

624 downloads

Cardiff Contemporary 2016 Residency (Cymraeg)

89 downloads

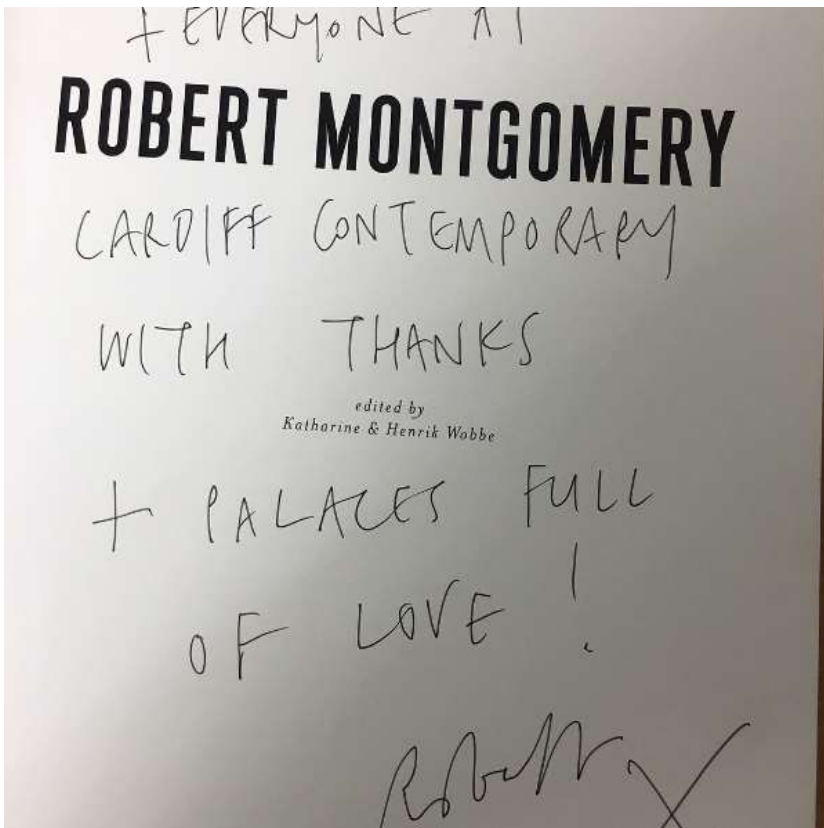
**SOCIAL MEDIA**

4,910 Twitter followers

1,900 Facebook page likes

Over 163.2k impressions on Twitter over 31 days of the festival

249 Instagram followers



cardiff\_contemporary

cardiff\_contemporary, lostsignwriter, 18w  
kea\_illustration, traceypaddison,  
notthatpotter, bobgelsthorpe,  
uhohwatson and alys\_williams like  
this



Add a comment...



DRAFT

## ECONOMIC AND CULTURAL BENEFITS TO THE CITY

### Culture is important.

I am making this statement because I wish to...

- Remind people how important culture is. At times like these it is more important than ever to people and communities; a vital buttress that protects and enhances our quality of life.

Cardiff Contemporary was established following a consultation period in 2010-11 initiated by Professor Terry Stephens, which identified both the economic and cultural benefits to the city of promoting and developing the contemporary visual arts.

*We see culture as a priority. We believe in it for its own sake, and in supporting it with public funds. Culture is central to our society and our sense of nationhood, and embodies both our national languages and their respective cultures. We also believe in artistic and cultural freedom, which is why we support 'the arm's length principle.*

*At a time like this it would be easy to say that we cannot afford to invest in culture, that it is some kind of 'luxury spending' that can no longer be justified. To adopt that approach would be a serious mistake. Culture is important, and has intrinsic worth. But we should also recognise its growing value to our economy, and the vital contribution that it can make in the effective delivery of other areas of public policy*

#### **Ken Skates AM**

(Image and text source: Light Springs through the Dark: A Vision for Culture in Wales. Welsh Gov report, December 2016.

<http://gov.wales/topics/culture-tourism-sport/arts/a-vision-for-culture-in-wales/?lang=en>)

An important ambition of Cardiff Contemporary is to create the environment for the arts to flourish, which is also one of the key researched objectives of The Arts Council's Strategy for Creativity and the Arts in Wales, *Inspire*, published on 4 December 2014. The ACW objectives of *Increasing the value of international cultural exchange to the arts in Wales, funding new opportunities ways and places for people to enjoy and take part in the arts and protecting and growing the economic base for the arts in Wales*; are also integral to the festival's ambitions.

Cardiff Contemporary is unique in being collectively driven by Cardiff Council and a core of local artists, curators, commissioners and visual arts organisations; supporting agendas and ambitions of both the visual arts community and the Council. Cardiff Contemporary is integral to Cardiff Council's development plan for contemporary visual arts and its vision for the economic profile and regeneration of the city; acknowledging the role of arts and culture in making our cities better places to live, work and visit, and to support the ambition to create Europe's most liveable city.

*I've come from Glasgow, I didn't know Cardiff had such a great art scene. If I'd known, I'd have stayed longer.*

## Visitor comment

*It was great to be part of the 2016 Cardiff Contemporary Festival after having decided to move to Cardiff following a visit to the 2014 incarnation. Being an invigilator meant that I was able to form an in-depth relationship with the works that I looked after, which led me to reflect upon my own artistic practice. Being situated in the exhibition spaces meant that I was able to have lots of interesting discussions with visitors...it was fantastic to discover unusual spaces in Cardiff that wouldn't otherwise actively invite the public in and brilliant to see the work of local artists and artists from outside of Wales together in one festival. I wish that festivals like this could happen more often; it was a really exciting time for the artistic community.*

**Lauren Heckler, Cardiff Contemporary Invigilator**

## CITY CENTRE FOOTFALL

The total City Centre footfall for the duration of the festival was approximately 3.99 million. Please see figures below in relation to this estimate:

Footfall October 2016= 3.6 million

Footfall October 2015 = 3.3 million

This represents an increase of 9% versus October 2015

Footfall November 2016 = 4.1 million

Footfall November 2015 = 3.5 million

This represents an increase of 17% versus November 2015

(Source: Paul Williams, City Centre Management, City of Cardiff Council)

## IN-KIND CONTRIBUTION

Angel Hotel – 4 empty shop units = £2,000 (minimum commercial rate)

Angel Hotel – Ball Room hire = £500

Castle Arcade – 2 empty shop units = £2,000 (minimum commercial rate)

Castle Arcade – 1 two story artist residence unit = £2,000 (minimum commercial rate)

High Street – 1 two story empty shop unit = £1,000 (minimum commercial rate)

High Street – 1 large empty shop unit behind an existing business on High Street = £1,000 (minimum commercial rate)

Morgan Arcade – 1 three story empty shop unit = £2,000 (minimum commercial rate)

Williams Court – 1 empty office unit = £1,000 (minimum commercial rate)

Angel Hotel - Free use of hotel rooms for light installation during opening night = £300

Exhibition space at Cardiff School of Art and design

Exhibition space at Gallery Ten

Stadium Plaza - 4 large open office spaces for exhibition = £2,000

Mansford – Large printed Cardiff Contemporary banner on Stadium Plaza before/during/after the festival, print & advertising costs = £2,000

Steering committee days in-kind = (50 full days @£165) = £8,250

Cardiff Council Events Team = £3,000

Bletchley Park – Free translation of Welsh language morse code

**TOTAL = £27,050**

**ADDITIONAL CASH INCOME**

Igloo LMOLMA commission = £5,000

Richard James ACW Application = £25,000

**TOTAL = £30,000**

DRAFT



## CARDIFF IN CONTEXT



Image: Martin Ellard

Cardiff's population has grown rapidly over recent years, one of the fastest in the UK and government projections suggest that the city's growth, at 26% over the next 20 years, will be one of the highest of any city in the UK. This growth reflects a wider trend: people want to live in Cardiff.

Cardiff Council's vision is for Cardiff 'To be Europe's most liveable Capital City', acknowledging visual culture has an important part of the city experience for Cardiff's visitors, residents and businesses, putting culture at the heart of the city's agenda, policies and planning to create significant social and economic benefits. With a modest investment and innovative partnership working, Cardiff Contemporary aligns funding across the visual arts in Cardiff, maximising the resources for a shared vision.

*Cultural tourism is one of the largest and fastest-growing tourism markets. Culture and creative industries are increasingly being used to promote destinations and enhance their competitiveness and attractiveness. Many locations are now actively developing their tangible and intangible cultural assets as a means of developing comparative advantages*

*in an increasingly competitive tourism marketplace, and to create local distinctiveness in the face of globalisation.*

## **OECD The Organisation for Economic Co-operation and Development**

*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.*

*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...It will need funding and investment over the five year period of the Plan.*

*(Source -*

*<https://cardiff.moderngov.co.uk/documents/s3345/item%203%20Cabinet%202%20April%202015%20Tourism%20Strategy.pdf>)*

The Cardiff Contemporary initiative is integral to helping the capital of Wales reach its full potential.

Cardiff has the opportunity to positively reposition itself to a national and international audience and work towards its ambition to be known for culture and contemporary visual arts, profiting from all the associated social and economic benefits. This year alone visual arts activity in Cardiff has twice featured on BBC National News, and in the New York Times, Guardian, The Independent and major tabloid press. There is now an ever increasing positive trend for reporting and media appreciation for the visual arts in Cardiff/Wales at this level. We are optimistic for what we can collectively achieve in promoting a thriving visual art culture in Cardiff, and the subsequent economic, social and cultural impact of this.

*Fantastic to see such work of quality in Cardiff City Centre - and for FREE! Thank you for giving me some meditative time away from the hustle and bustle of the city. DIOLCH!*

### **Visitor comment**

*After the festival was over I was left feeling like I had learned a few new things, not just about different types of art but also how creative welsh artists are.*

### **Rachel Holliday, Cardiff Contemporary Volunteer**

*The small team that run Cardiff Contemporary are to be commended – any festival is difficult to organise, as it revolves around variables – but Cardiff Contemporary also hinged on new commissions, untested work. I was incredibly pleased to be a part of such an important event. I sincerely hope it happens again, as the momentum and dialogue around the festival is galvanising and strengthening the arts in Cardiff.*

### **Anthony Shapland, Cardiff Contemporary Artist and Co-Director, g39**

## CULTURAL EXCHANGES AND INTERNATIONAL DIALOGUES



Over 30 countries from across the world were represented within the 10 direct commissions and partner activities of Cardiff Contemporary 2016. Over 15% of the world's countries participated directly with the festival. As an initiative, Cardiff Contemporary is distinctively Welsh, but also outward looking – aiming to build an international and culturally connected profile, which will help to positively reposition Cardiff to an international audience and encourage more visitors to the city, and to Wales.

### **Countries represented in Cardiff Contemporary**

Algeria  
Angola  
Australia

Austria  
Belgium  
China  
Croatia  
England  
France  
Germany  
Ghana  
Holland  
Iraq  
Ireland  
Italy  
Japan  
Lebanon  
Netherlands  
Nigeria  
Romania  
Russia  
Scotland  
Serbia  
South Africa  
South Korea  
Spain  
Sweden  
Turkey  
USA  
Wales

To create a legacy of long-term growth and sustainability in Cardiff's cultural sector, we are looking to build upon the dialogues initiated by Cardiff Contemporary during 2016. One of the great opportunities, as well as challenges, is to research and develop international partnerships and projects, enabling international artists, galleries and curators to become aware of the city of Cardiff and share their work with audiences here in Wales. This is in line with feedback we received from the public, and Cardiff Contemporary's wider aims and objectives to positively reposition Cardiff as an innovative and progressive world city for arts and culture.

*I feel that the festival created a real buzz in Cardiff and that it drew a good, diverse and engaged audience both locally and nationally.*

*I have had some very good feedback from lots of people in London and Germany/Belgium who had seen the images of my work on social media and I felt that the combination of Artes Mundi and Cardiff Contemporary showed Cardiff to be very culturally vibrant.*

**Laura Ford, Cardiff Contemporary Artist**

## **PARTNERSHIPS**



Image: Courtesy Artes Mundi

One of the most valuable and sustainable legacies of developing a large scale project such as Cardiff Contemporary is the opportunity to establish new joint working practise across sectors, strengthening and developing new partnerships. The Cardiff Contemporary initiative has particularly focussed on facilitating collaboration between local and national stakeholders, the artistic community and cultural, educational, commercial and governmental sectors.

The key arts partners of the initiative to date include: Arts Council of Wales, Artes Mundi, g39, Chapter and Ffotogallery.

Arts Council of Wales is the country's funding and development agency for the arts, and their vision of a creative Wales where the arts are central to the life of the nation. ACW co-funded Cardiff Contemporary 2016, contributing a major festival grant.

Artes Mundi is an internationally focused arts organisation that identifies, recognises and supports contemporary visual artists who engage with the human condition, social reality and lived experience. Artes Mundi is best known for its biennial international exhibition and prize, the largest art prize in the UK.

Chapter is an ambitious, multi-artform cultural centre based in Cardiff, Wales that commissions, produces and presents international art, performance and film alongside a dynamic social space.

g39 is a dynamic artist-led organisation for contemporary art in Wales. Part gallery, part community and part resource, it is a welcoming space for audiences to experience a selection of Wales' most exciting and relevant contemporary art.

Ffotogallery is the national development agency for photography and lens-based media in Wales.

*Ffotogallery was delighted to participate in Cardiff Contemporary through the presentation of Russian artist Jana Romanova's Adopted Welsh exhibition and Welsh artist David Barnes' In Solution. We were particularly pleased with the positive audience and critical response to both shows, which achieved national press and media coverage including a feature on BBC Radio 4's Today programme. With the alternating biennial cycle of Cardiff Contemporary and Diffusion: Cardiff International Festival of Photography the city and Wales are projecting a vibrant and outward facing contemporary arts scene which boosts our national and international standing.*

**David Drake, Director, Ffotogallery and Diffusion: Cardiff International Festival of Photography**

Positive inter-departmental collaboration within Cardiff Council was key to the festival's success and the initiative worked with and were supported by the following departments: St David's Hall, Cardiff Castle, Events team, Planning, Highways, the Harbour Authority, Regulatory, City Centre Management, Tourism and Information, Economic Development, Welsh Translation, I.T, Media and Communications, the Capital Times, the Executive and Members.

Partnerships with local businesses and organisations included 11th Hour, ArcadeCardiff, Arts Council of Wales, Arts Alive, Artes Mundi, BayArt, Cardiff Castle, Castle Quarter, Chapter, Creative Quarter, CSAD, Culture Colony Quarterly, EMP Projects, Elfen, Ffotogallery, g39, gallery/ten, Hotel Collections (The Angel Hotel), HSS, igloo, ADM Construct, Made By Hand, Mansford, National Museum of Wales, NCP, NTW, Network Rail, Oriel Canfas, Rightacres, Savills, Semaphore, Spillers Records, St David's Hall, SWN, Travis Perkins, Visit Cardiff, Visit Wales, WAI, WMC.

These relationships enabled Cardiff Contemporary to maximise public engagement and reach out to a significant variety of audiences in new and dynamic ways.

## **PUBLIC ENGAGEMENT**



Image: Martin Ellard

Central to the aims of Cardiff Contemporary is an emphasis on public engagement with the visual arts, and this was reflected throughout the festival's development and delivery of its diverse and ambitious programme.

Between 20 October and 19 November, Cardiff Contemporary generated an estimated audience of over 57,477 people at invigilated spaces, partner exhibitions and events. The festival season as a whole generated an estimated audience of 58,657, however during the festival dates the city centre footfall was approximately 3.99 million and so potential public access far exceeds this number.

Cardiff Contemporary took art into the city's centre galleries, museums and iconic spaces, but also into hidden and unknown sites, revealing the city in fascinating and intriguing ways. The festival's activity was focused on the city centre however additional activity did take place across the city, including the areas of Canton and Cardiff Bay. The Festival made use of the city as a space to experience art, engaging and celebrating the relationship between a city and its citizens.

*...I came away from it with the feeling that the festival was very well organized and successful... I saw visitors coming in from all walks of life: the dedicated Art lovers, the professionals, students, mums with pushchairs, the merely curious, passers-by and tourists. Their reactions were in turn enthusiastic, intrigued, baffled and on occasion even mildly hostile (contemporary art can be ...'challenging') but nobody was ever indifferent to the experience.*

*I believe that more room should be given to contemporary art in town centres, and, as the high-street is changing its traditional role as a place for solely shopping and refuelling, I feel it would benefit by allocating more space to showcase new talents and continue the conversation about art: a space for contemplation and wonderment, a pause for thought.*  
**Nadia Gibbs – Cardiff Contemporary Volunteer**

## **SPACES AND BUILDINGS TRANSFORMED**

As part of Cardiff Contemporary's commitment to maximising public engagement and bringing art into the public realm, a key aspect of the festival was to renovate existing and unused spaces and buildings into the fabric of the festival. In total 13 spaces were transformed including:

- The Angel – derelict former Bevan Triumph motorcycle showroom on Castle Street converted into the festival hub including 4 dedicated gallery spaces.
- Stadium Plaza - large exhibition space in landmark location utilised for exhibition and performances as part of tactileBOSCH commission.
- Customs and Immigration Building – historic building on Bute Street was transformed into a multidisciplinary exhibition and performance space and music venue for tactileBOSCH collective. We also worked closely with property agents in the city and transformed a record number of high spec shop spaces into art galleries for the duration of the festival.

## **RESIDENCIES AND COMMISSIONS**

As part of Cardiff Contemporary 2016 Festival, 10 direct artist commissions and an artist in residence were awarded from a strong selection of applications from over 30 countries worldwide.





**Speaking: Out-of-Place, Out-of-Body, Un-silenced  
Artist in Residence  
Maia Conran**

Artist Maia Conran was commissioned as Artist in Residence for Cardiff Contemporary 2016 to develop artworks in response to the theme of Communication, using images and voices that are out-of-place, out-of-body, speaking out or silenced. Working in her studio in Castle Arcade, Maia explored these themes throughout the festival, with her partial screenplay: 'This island, and its buildings, is our private paradise as a jumping-off point'. To assist, Maia invited The Disembodied Voice group and The Unbook Prize for aligned research, performance and presentations during her residency.



Image: Martin Ellard

### **The Angel Festival Hub**

The Festival team converted the old Bevan Triumph garage into a temporary gallery for the duration of the festival, sited in a historic space next to The Angel Hotel, opposite Cardiff Castle. Featured artists included Locus (Richard James and Angharad Van Rijswijk) featuring Stewart Lee and Andy Fung, Laura Ford, Anthony Shapland, Megan Broadmeadow and Mark James in collaboration with Cian Ciaran, Huw Bunford, Bait Studio and Lost Heritage.

### **Let The Stars Be Set Upon The Board Megan Broadmeadow**

Megan Broadmeadow's new work explored the mystery of the Antikythera Mechanism; a 2,000 year old piece of technology that was found in the Aegean Sea, which has been attributed as the world's earliest computer. The installation featured a video projection and ancient calendars, using the notion of wave as metaphor for communication between people and cultures both past, present and imagined. The artist worked with an engineer to manufacture an aluminium tank and wave mechanism and a filmmaker to produce an experimental artist film that was projected above the custom tank.

### **The Hand That Makes The Sound Anthony Shapland**

Alan Cavley is one of a handful of signwriters left in Cardiff. He has been supplying cafes, shops, pubs and clubs with hand-drawn signs for over forty years. His hand has shaped

the city, the particular calligraphy that comes from his brush is unmistakable. With a friendship of over 26 years, Shapland spent time documenting the signwriter at his base in Grangetown. The documentary focuses on asides and histories, gossip and hearsay during his working days. In addition, Shapland commissioned Alan Caverly to recreate the exchange 'Are you Ready?' between Marconi and his assistant George Kemp (of which Shapland has undertaken comprehensive research previously), focusing on the written, shaped words, and a new sign by Alan was exhibited as part of the installation. The commission happened over two sites, a film installation as one of the main features at the festival hub, which was visible to the public 24/7 for the duration of the festival; and an art installation was also installed in an empty shop unit in Castle Arcade for the display of the newly commissioned artist film.

### **The Hill of Dreams**

#### **Locus (Richard James and Angharad Van Rijswijk) featuring Stewart Lee & Andy Fung**

An audio visual installation and exhibition based on the psychogeography of childhood and the wider themes explored in Arthur Machen's book, 'The Hill of Dreams'. These themes explored the creative imagination of childhood and young adulthood through emotional relationships to landscapes, how they inform our growth, development and emotional responses, and how they relate to the creativity of the artist. The project was awarded individual funding from the Arts Council of Wales and was incorporated into the festival as a new commission. This immersive installation was stunning and was extremely popular with the public. Our team fully supported with the installation and technical assistance for the delivery of the project. The artists have now been offered further opportunities to develop and show this work.

### **Shave and a haircut - two bits**

#### **Roman Štětina**

#### **Curated by Louise Hobson**

'Shave and a haircut - two bits' was a site specific installation by Czech artist Roman Štětina, located

between 7 and 8, on High Street in Cardiff city centre. Curated by Louise Hobson, a local and emerging curator, Štětina presented a new site-specific installation on the narrative of call and response. The exhibition was installed in a disused space hidden behind 'Cashino' on High Street and became a talking point of the festival, intriguing the general public as they investigated this hidden space. To accompany the exhibition, an artist talk and curator's walk and talk took place and exhibition handouts and an interview with the artist were provided for the public to read and take away.

### **LOVE ME OR LEAVE ME ALONE**

#### **Heather & Ivan Morison**

#### **Commissioned by Chapter**

LOVE ME OR LEAVE ME ALONE Heather and Ivan Morison designed an interactive sculpture as part of the Porth Teigr development. For Cardiff Contemporary, bespoke evening lighting and communal seating were installed, transforming LMOLMA and its surrounding area into a beautiful multi-functioning artwork. Chapter served toast, tea and winter-warming delights throughout the festival to customers and passers-by. Chapter commissioned local musicians to provide acoustic music followed by an outdoor cinema event each Saturday evening. The artists created a space for reflection, nourishment,

contemplation and conversation and highlighted the potential for developing cultural projects in this area of Cardiff Bay.

## **Keepers of The Wall**

### **Laura Ford**

International, Cardiff born artist, Laura Ford was commissioned by Cardiff Contemporary to make an installation for the Animal Wall at Cardiff Castle and the festival hub. Ford's work uses figurative and animal imagery sculpted in a mixture of dark humour and tenderness. Her new work, 'Keepers of The Wall' added a number of intriguing new creatures to the menagerie, watched by additional sculptures at The Angel festival hub. This commission was one of the most popular of the festival. The general public engagement was impressive and many people who would not usually engage in the visual arts enjoyed this project, the humour and absurdity helped break down barriers to engaging with the festival, and children particularly enjoyed it.



Image: Jamie Woodley

## **ALL PALACES ARE TEMPORARY PALACES**

### **Robert Montgomery**

'ALL PALACES ARE TEMPORARY PALACES' was a major light installation on the roof of the Wood Street NCP car park on Great Western Lane. It punctuated Cardiff's skyline with an enigmatic phrase encouraging us to think of our place in the world at times of enormous upheaval. It is part of a series of works by Robert Montgomery along with its companion piece at the Nuart Festival in Norway, which reads 'ALL EUROPE MUST BE EVERYWHERE A REFUGE FOR THE BROKEN-HEARTED'. Seeking to encourage compassion, the artist is a supporter of the #refugeeswelcome campaign. At the time of Cardiff Contemporary Robert also exhibited at the Louvre Paris. He is one of the most

celebrated artists in current times so it was exciting to show his work in Central Square at this stage in the development.

### **Garden of Earthly Delights tactileBOSCH**

In celebration of the 500th anniversary of the death of Dutch artist Hieronymus BOSCH, tactileBOSCH delivered a vibrant and inclusive multi-media exhibition within a vast, disused building in the historic area of Cardiff Bay, before restaging elements of the exhibition within the prime city centre location of Stadium Plaza. Borrowing the title for the show from Bosch's most acclaimed work, Garden of Earthly Delights, the collective created a dizzying array of site-specific installation, video, painting, photography, sonic art, interdisciplinary collaborations and spontaneous interventions. 150 proposals were received through an open call, of which 64 were selected from a range of different disciplines and representing an international artist reach.

### **A Car Park In Cardiff**

**Edwin Burdis**

**Curated by Spit & Sawdust**

Spit & Sawdust commissioned artist Edwin Burdis to make an artwork (film/video) that responded to the skateboarding scene in Cardiff, taking inspiration from the festival theme 'communication'. A text/publication produced by the artist complimented the film as well as a poster work.

Alongside the exhibition of the resultant artwork was an exhibition showing the history of the skate scene in South Wales, an evening of related film screenings ('This Ain't California' and 'The Devils Toy') and a talk by Kieron Livingstone.

### **Limelight – illuminating the industrial landscape of lime**

**Charles Danby & Rob Smith**

**Managed by Rebecca Spooner**

Artists Charles Danby and Rob Smith created live illuminations connecting the historic lime industry of the Black Mountains with the Welsh capital. The artists used digital means to bring reflections on this history to urban audiences by streaming live illuminations at nightfall from Llangattock Limekilns in the heart of the Brecon Beacons National Park to the Welsh capital and online. The live stream event presented multiple perspectives of landscape, combining live with recorded footage, audio and performance in an immersive experience. The illuminations were created with limelight itself, an intense, pure white light generated through heating quicklime at high temperature, used in the 19th century for land survey work and stage lighting. Each live broadcast lasted as long as it took for the chemical reaction to be exhausted. The resulting documentation was then reedited and exhibited as a film work for the remaining duration of the festival within an empty shop unit in Castle Arcade.

### **Cardiff Open Studios Weekend**

Cardiff has a vibrant and diverse studio scene which spans the breadth of the city- from artists working in individual studios to artist-run collectives. Cardiff Open Studios weekend

offered the public the opportunity to see the spaces where well over 140 local artists work, and an estimated audience of around 1180 people attended.

## **EMPLOYMENT OPPORTUNITIES**

The development and delivery of Cardiff Contemporary Festival 2016 directly created and funded 23 new employment opportunities, for invigilators, co-ordinators and technicians, supporting Cardiff's network of creative professionals.

DRAFT

## **MEDIA**



Image: Martin Ellard

*I must write to you to say what a pleasure it was to work with you and, as with all projects I undertake in Wales, the experience was helped greatly by imaginative, ambitious and good natured people. The latter is especially important to me. The nature of Cardiff Contemporary evidently means it's not easy to turn the idea into reality. I think everyone involved appreciates that and the overriding feeling at the end is one of huge respect for what you have achieved.*

**Rob Allan – Marketing Consultant, Perspective Media**

Cardiff Contemporary developed a variety of online and print marketing strategies to maximise public engagement, including a dedicated festival website that acted as a portal for all Cardiff Contemporary activity, an active Twitter profile and Facebook page and festival brochure. Cardiff Contemporary 2016 Festival attracted coverage from a variety of local press including: BBC Wales, ITV Wales, AN Magazine, BUZZ Magazine CCQ Magazine and Wales Online.

Through our marketing campaign we also placed adverts with Buzz, Frieze, Western Mail, CCQ, Capital Times and Galleries Magazine; and distributed Cardiff Contemporary Festival bags to arts and museums conferences taking place during the festival.

The festival commissioned local filmmaker Pete Telfer / Culture Colony to document the opening launch weekend as well as individual artist interviews, which were distributed within the first week of the festival to market as widely as possible:

<https://vimeo.com/206075515>

A comprehensive archive of online press and social media presence has been stored permanently using the Storify platform and shared across the festival's public networks: <https://storify.com/cardiffcontemp>

A snapshot of the media coverage can be seen below:

BBC Wales: <http://www.bbc.co.uk/news/uk-wales-37728461>

Wales Online: <http://www.walesonline.co.uk/whats-on/arts-culture-news/cardiff-contemporary-returning-filling-citys-11736877>

CCQ Magazine: <http://www.culturecolony.com/news/cardiff-contemporary-visual-arts-festival-20-oct---19-nov-16>

BUZZ: <http://www.buzzmag.co.uk/uncategorized/26765/>

AN Magazine: <https://www.a-n.co.uk/news/cardiff-contemporary-festival-returns-for-fourth-edition>

## LEGACY



Image: Martin Ellard

As this report has demonstrated there is a key role for visual arts and culture in making our city a better place to live, work and visit, and an appetite from the public to see this develop. Reflecting this, Cardiff Council is committed to prioritising the development of arts and culture and the creative industries going forward.



*Cardiff Contemporary enabled us to further develop our partnership with the BBC Wales Connected Studio and their staff.*

*During 2017 we will be completely rebranding Arts Alive Wales with the support of an Organisational Development grant from Arts Council of Wales. We will be working with Mark James and Rob Allen, whom we were able to build our relationships during Cardiff Contemporary.*

**Rebecca Spooner – Arts Alive Project Manager**

## **MANAGEMENT & STEERING GROUP**

The Cardiff Contemporary initiative, festival and Steering Group is led by Ruth Cayford (Cardiff Council, Visual Arts Manager). Also sitting on the steering committee is Emma Geliot (CCQ, Arts Consultant), Emma Price (EMP Projects), Richard Higlett (Cardiff Open Studios), David Drake (Director, Ffotogallery), Mike Tooby (freelance consultant), Karen Mackinnon (Director, Artes Mundi), Hannah Firth (Head of Visual Arts Chapter), Chris Brown (Co-Director, g39), Anthony Shapland (Co-Director, g39), Angela Dutton (Cardiff Metropolitan University), Louise Wright (ACW); the committee was a key feature of the management and process of delivering the Cardiff Contemporary 2016 Festival, both structurally and less formally. The group worked collectively with Cardiff Council, local partners and Cardiff's communities of artists, designers and architects.

*... It's been a huge and complex festival so I can barely begin to imagine how busy the last few months have been. It's really done the city and its creative community proud and it wouldn't have happened without you. I've enjoyed every minute and had some brilliant feedback... thank you for all your hard work, determination, imagination and resilience in the run up to and during Cardiff Contemporary which has made it such a successful few weeks! You really did make it look as if you had a full time team of 10 rather than just you and Lauren.*

**Angie Dutton**

*...The visual arts scene in Cardiff is a much richer place for having you and the wonderful Lauren in it. Congratulations to you and a huge heartfelt thank you from all of us here at Chapter and from Heather and Ivan for making it all happen!*

**Hannah Firth**

*I thought that this year's Cardiff Contemporary worked really well, albeit with a reduced programme compared to 2014. It clearly has the enthusiastic support of the arts community (no mean feat after three editions) and my observations of public and visitor reaction to the exhibitions and installations across the city were all very positive.*

*The Hub space worked especially well, I felt, and it was good to see an empty space in the city centre re-animated for the duration of the festival.*

*From the outside, everything seemed to be run incredibly efficiently and, most importantly of all, creative risk taking was achieved - it's often the first casualty when there is no one to buffer the artists' ambition against the complex agendas of the various agencies and organisations responsible for so many aspects of urban life.*

*While the core delivery team worked impressively hard to make the festival delivery seem effortless, the support of the very many different departments and individuals within the council was very evident too. Great to see Cllr Bale at so many events.*

**Emma Geliot**

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## **MARKETING / PRESS**

### **RADIO**

BBC Radio 4 'Today' Programme: <http://www.bbc.co.uk/programmes/b07zxcgmy>

### **TV/VIDEO**

BBC Wales: <http://www.bbc.co.uk/news/uk-wales-37728461>

Cardiff Council: <https://cardiffleadersblog.wordpress.com/2016/11/07/cardiff-contemporary-festival/>

Culture Colony / Festival Summary Documentation: <https://vimeo.com/206075515>

Culture Colony / Laura Ford: <https://vimeo.com/189165144>

Culture Colony / Robert Montgomery: <https://vimeo.com/188632362>

Culture Colony / Mark James: <https://vimeo.com/194897055>

Culture Colony / Launch Weekend: <https://vimeo.com/188750796>

### **ONLINE**

AN-News: <https://www.a-n.co.uk/news/cardiff-contemporary-festival-returns-for-fourth-edition>

AN-News: <https://www.a-n.co.uk/events/roman-stetina-shave-and-a-haircut-two-bits>

AN-News: <https://www.a-n.co.uk/news/pictures-of-cardiff-contemporary-2016-citywide-festival>

BBC Wales Online: <http://www.bbc.co.uk/news/uk-wales-37728461>

BBC Wales Online: <http://www.bbc.co.uk/news/uk-wales-37728464>

BUZZ: <http://www.buzzmag.co.uk/uncategorized/26765/>

Crack Magazine: <http://crackmagazine.net/events/events/find-whats-going-cardiff-contemporary-visual-arts-festival/>

CCQ Magazine: <http://ccqmagazine.com/cardiff-contemporary-visual-arts-festival-20-oct-19-nov-16/>

CCQ Magazine: <http://www.culturecolony.com/member/cardiff-contemporary-arts-festival>

DAM Magazine: <http://www.damnmagazine.net/2016/08/19/are-you-ready/>

Design Week: <https://www.designweek.co.uk/inspiration/palaces-temporary-palaces-robert-montgomery/>

ITV Wales: <http://www.itv.com/news/wales/2016-10-20/revealed-the-story-behind-the-meteor-seen-in-the-sky-over-penarth/>

Metro: <http://metro.co.uk/2016/10/21/sorry-that-stunning-meteor-was-a-fake-and-possibly-nothing-is-real-6206015/>

Photomonitor: <http://www.photomonitor.co.uk/2016/10/adopted-welsh/>

South Wales Evening Post: <http://www.southwales-eveningpost.co.uk/truth-revealed-about-great-ball-of-fire-falling-from-sky-over-wales/story-29828885-detail/story.html>

Wales Online: <http://www.walesonline.co.uk/whats-on/arts-culture-news/new-creatures-popping-up-cardiffs-12060649>

Wales Online: <http://www.walesonline.co.uk/news/wales-news/robert-montgomery-palaces-cardiff-art-12114178>

We Are Cardiff: <https://wearecardiff.co.uk/2016/10/20/cardiff-contemporary-visual-arts-festival-is-here-20-oct-19-nov/>

Wales Online: <http://www.walesonline.co.uk/news/wales-news/truth-behind-meteor-like-object-12052988>

Wales Online: <http://www.walesonline.co.uk/whats-on/arts-culture-news/cardiff-contemporary-returning-filling-citys-11736877>

### **ARTIST INTERVIEWS**

BUZZ: <http://www.buzzmag.co.uk/uncategorized/cardiff-contemporary-megan-broadmeadow-qa-art-interview/>

BUZZ: <http://www.buzzmag.co.uk/uncategorized/cardiff-contemporary-robert-montgomery-qa-arts-interview/>

FAD Magazine: <http://fadmagazine.com/2016/10/30/225713/>

This is Tomorrow: <http://thisistomorrow.info/articles/artist-interview-roman-shttina>

**ADDITIONAL METOR LINKS**

Daily Mail: <http://www.dailymail.co.uk/news/article-3854654/Spectacular-meteor-shoots-night-sky-plunging-Earth-South-Wales.html>

Mirror: <http://www.mirror.co.uk/news/uk-news/huge-meteor-plummets-earth-leaving-9085116>

The Sun: <https://www.thesun.co.uk/news/2013090/incredible-video-shows-meteor-plunging-to-earth-over-south-wales-pier/>

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

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**9 MARCH 2017**

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**FRIENDS GROUPS AND VOLUNTEERING IN PARKS**

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**Purpose of report**

1. To provide with background to the involvement and support for friends groups and volunteers in Cardiff's parks, enabling Members to scrutinise the delivery of this service.

**Background**

2. Cardiff parks and green spaces make up 10% of the total area of the City, with 56 formal parks and gardens, 106 children's play areas and over 100 adult and children's football pitches contributing to the 1500 hectares (5.85 sq. miles) of green space and parks land.
3. Cardiff offers a wide range of opportunities for individuals to get involved in their local parks and green spaces, through friends groups and volunteer initiatives across the city. The City of Cardiff Council Corporate Plan 2017-19<sup>1</sup> commits to this, stating

*"The Council has a commitment to make a positive impact on the health and wellbeing of communities. Parks and green spaces - which are a huge part of the city's appeal - are maintained by the Council. We will continue to work with "friends groups" to make the best use of important natural assets and vital recreational areas. This is in addition to working with partners to improve*

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<sup>1</sup> Cardiff Council Corporate Plan 2017-19 - <https://goo.gl/YDy23F>

*community engagement and local management of green spaces and community facilities.”*

4. The Corporate Plan 2017-19 contains the following Commitment:

*“Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing Green Flag status at parks.”*

The following key performance measure is also included within the Corporate Plan:

- **Measure**                      Number of Green Flag Park and Open Spaces
- **Target**                         11.

5. The Green Flag Award website<sup>2</sup> identifies the parks and green spaces in Cardiff that have been awarded Green Flag status. The Green Flag Award scheme is the benchmark national standard for parks and green spaces in the UK. The website also recognises high quality green spaces in the UK that are managed in partnership with voluntary and community groups through the Green Flag Community Award. The following parks in Cardiff have been awarded green flag status<sup>3</sup>:

**Green Flag Award**

Bute Park

Victoria Park

Roath Park

Rumney Hill Gardens

Parc Cefn Onn

Flat Holm Island.

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<sup>2</sup> <http://www.greenflagaward.org/award-winning-sites/wales/>

<sup>3</sup> Green Flag Status has also been awarded to Cathays Cemetery, Cardiff Bay Barrage, Thornhill Crematorium and St Fagans Museum

## **Green Flag Community Award**

Plasnewydd Community Gardens

Chapter Community Garden

Hailey Park Meadows

Old St Mellons Community Playing Fields and Park

St Peters Community Garden

Radyr Woodlands.

6. The City Operations Directorate Delivery Plan 2016-18 indicates that friends groups and volunteers play an important role in ensuring the high standards in parks across the city. The following 'key achievement' is listed:

*“Through our network of friends and volunteer groups we achieved volunteer hours in excess of 25,000 engendering a sense of community ownership, adding value to the service delivered and securing environmental improvements”*

## **Friends Groups and Volunteers**

7. The Outdoor Cardiff website directs individuals to opportunities for volunteering in conservation projects and friends groups in Cardiff. Outdoor Cardiff identifies that friends groups support their local green spaces through a range of practical and administrative activities including:

- Planting
- Clearance work
- Access improvements
- Historical research
- Fundraising and publicity
- Conservation work
- Habitat improvements
- Litter picks
- Survey work / citizen science.

8. The following Parks Friends Groups exist across Cardiff:

- Cath Cobb Environmental Group, St Mellons
- Cathays Cemetery, Cathays
- Clare Gardens, Riverside
- Coed y Felin, Lisvane
- Forest Farm Country Park, Whitchurch
- Hailey Park, Llandaff North
- Heath Park, Heath
- Howardian Local Nature Reserve, Penylan
- Insole Court, Llandaff
- Moorland Park, Splott
- Nant Fawr, Cyncoed
- Parc Cefn Onn, Lisvane
- Plasturton Gardens, Pontcanna
- Radyr Woodlands, Radyr
- Roath Park, Plasnewydd
- The Dell, Fairwater
- The Lan, Gwaelod-y-garth
- Llynfedw Gardens.

9. The Council provides support and advice to these groups through the direct partnership work with the Community Ranger Team. The team offer expertise, advice and guidance as well as acting as the direct contact with the Council enabling their work to develop. Networking between friends groups is also supported through the Friends Forum, which enables groups to share ideas and network with each other four times a year meeting with council officers. The Conservation Officer and Community Ranger Team facilitate this forum, also providing a social BBQ once a year to support volunteer networking.

10. In addition to the network of friends groups across the city, the Community Ranger Team supports other ways for communities and individuals to volunteer



with the Council. This can take many forms from individuals who have a particular interest through to work experience, corporate volunteer days, and other constituted and unconstituted community groups. Further work is currently underway to develop the range of opportunities and support through the development of a volunteer hub at Forest Farm.

## **Previous Scrutiny**

### **2015/16 Budget**

11. On 5 February 2015, the Economy and Culture Scrutiny Committee considered the 2015/16 Budget Proposals. One proposal within the budget was a £250,000 saving against 'Remodelling of the Park Ranger Service'. The narrative for this saving stated:

*"Remodelling of the Park Ranger Service resulting in reduced staffing and expenditure on supplies / services. The Council would discharge basic responsibilities for the management of its 2 Country Parks, 7 Sites of Special Scientific Interest, 4 Local Nature Reserves, 58 Sites of Importance for Nature Conservation, Special Area of Conservation (European Designation), 236 hectares of Woodland and delivery of service level agreements linked to Cardiff Harbour Authority. The proposal would result in reduced community engagement / outreach work and park based community events, removal of site based staff in key parks e.g. Victoria, Bute, Thompsons and Roath. The impact on anti-social behaviour and byelaw enforcement e.g. dog fouling and cycling; and reduced cleansing standards in addition to a corresponding overall increase in complaints and requests for service would be monitored".*

12. The Economy and Culture Scrutiny Committee was approached by representatives of the Hailey Park Friends Group who had concerns regarding these proposals. The following excerpt is taken from their written submission to the Chair:

*“As much as groups like Friends of Hailey Park (FoHP) all work hard for our individual group and park/open space there is a limit to what we can do now or in the future (for a variety of different reasons) so may not be able to take up any additional work and in fact could be doing less if we do not have rangers with us in which park or open space. Last year Friends of Hailey Park had 2 months when we could not work on the park and this year so far we have one month.*

*“Much of the physical work undertaken by volunteers is dependent on Rangers being present and providing preparation, tools, equipment and transport.*

*“Although it is recognised that the volunteer skill base varies most Friends groups feel that they require support and leadership of the Ranger Service. A number of Friends groups have suggested that they do not feel confident to work without the support and the role of Friends groups could be reduced to leading walks and litter clearance”.*

13. The minutes of this meeting<sup>4</sup> note the following in relation to this budget proposal:

*“With reference to the cutting of 8 park rangers, Members noted the written submission received at Committee and sought reassurance on the impact on friends groups. The Cabinet Member shared the concerns regarding the reduction in the number of park rangers and the subsequent impacts of this; but noted that it was difficult to find the cuts elsewhere. He assured Members that they were looking very carefully at having a very flexible team, with different roles integrated to increase that flexibility. The Cabinet Member has asked officers to arrange a meeting with friends groups and others to reassure them on the intentions and to see what help can be offered to then going forward. He added that he was relatively assured that the service would cope with reduced numbers but the situation would be carefully monitored”.*

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<sup>4</sup> February 2015 Economy and Culture Scrutiny Committee minutes – <http://goo.gl/bi5Psu>

14. Following the meeting, the Chair of the Committee wrote to the Cabinet Member for the Environment with observations and comments from the meeting. This included the following in relation to the proposed cuts to Park Rangers:

*“The proposals for the Park Ranger service have generated some degree of public interest, and as such, a written statement has been received by the Committee outlining some concerns. Many of these concerns were addressed by you during the meeting and we recognise that you are under pressure to find savings, and that you feel this area will have the lowest impact compared to other areas for savings you have considered. The Committee is glad that you are aware of the impact this remodelling may have on the support given to ‘friends’ groups, and we welcome the assurances you gave that these groups are being consulted on these proposals and exploring how the Council can continue to provide assistance to them.”*

15. In response, the Cabinet Member for the Environment wrote to the Committee Members, commenting:

*“Regarding the proposal to reduce funding for the Park Ranger Service, I understand and share concerns that we would not wish to see the level of service and support given to Friends Groups reduce significantly. Shortly, I will be meeting with the Friends Groups to allay concerns. Also, I will be watching carefully to ensure that the remodelling of the Community Park Rangers and the Urban Park Rangers can be done in such a way that we end up with an enhanced service, where possible.”*

## **2009 Task and Finish Inquiry**

16. In June 2009 the Economy and Culture Scrutiny Committee published a task and finish Inquiry report ‘The Economic Role of Parks’<sup>5</sup>. The following Key Findings we made in relation to Friends Groups:

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<sup>5</sup> ‘The Economic Role of Parks’ Full Report available – <http://goo.gl/aSvFRJ>

*“[...] local communities value their local parks. Friends’ groups can play a significant role in helping to maintain, improve and promote parks in their local neighbourhoods.*

*“While Cardiff does good work with Friends’ groups, there is scope for improvement and for involving Friends’ group even more within parks. This is true of small, neighbourhood parks and also of bigger, central parklands that belong to no-one and everyone at the same time.*

*“At the moment Cardiff Council interacts with Friends’ groups via the park rangers spread across the city. Other local authorities have, for example, established dedicated teams to deal with Friends’ groups.*

*“Some parks, such as the central parks of Bute Park, Sophia Gardens, Pontcanna Fields and Llandaff Fields, for instance, have not benefited from the presence of an active Friends’ group. This is largely due to the large size of the parks and the fact that their central location means that they do not ‘belong’ to one tangible community. Rather, they belong to the whole of the City if not, in fact, the nation.*

*“Cardiff Council has a regular Friends’ forum which allows the various Friends’ groups to come together to meet with Council officers. [...].*

17. The task and finish Inquiry made the following recommendation with regard to friends groups:

*“Encourage and develop Friends’ groups further in order to utilise the volunteer resource. In order to support these volunteer groups there should be an increase in dedicated officer time to supporting these groups (possibly with extra staff). Justification for this extra expenditure can be shown through the economic value study as referenced [in the full report].”*

## **Way Forward**

18. Councillor Bob Derbyshire (Cabinet Member for the Environment) has been invited to attend and may wish to give a statement. Jon Maidment (Operational Manager, Parks & Sport) and Nicola Hutchinson (Parks Conservation Officer) will also be in attendance to deliver a presentation and to answer Members' questions.
19. Representatives of Cardiff's friends groups have also been invited to attend the meeting. Steve Bool (Friends of Heath Park Woodland) and Martin Chamberlain (Friends of Forest Farm) will be attending the meeting and will be invited to outline the work undertaken by friends groups, the support they receive from the Council, and what involvement in a friends group brings to individuals.

## **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.

## **Recommendations**

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 Member.

**Davina Fiore**

Director of Governance and Legal Services

3 March 2017

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

**ECONOMY AND CULTURE SCRUTINY COMMITTEE**

**9 MARCH 2016**

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**ECONOMY AND CULTURE SCRUTINY COMMITTEE - DRAFT ANNUAL REPORT  
2016/17**

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**Reason for this Report**

1. To seek Committee's approval for the Committee's draft Annual Report 2016/17 prior to its presentation at Full Council in March 2017.

**Background**

2. The Cardiff Council Constitution requires all Scrutiny Committees to '*report annually to the Council on their workings and make recommendations for future work programmes and amended working methods if appropriate*'.
3. A copy of the Economy and Culture Scrutiny Committee's draft Annual Report 2015/16 is attached at **Appendix A**. This report lists all items considered from May 2016 – March 2017, and highlights those topics where the Committee has had greatest impact. The Committee's Work Programme for 2016/17 is attached as **Appendix A1**.

**Legal Implications**

4. 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**

5. There are no financial implications arising directly from this report.

### **RECOMMENDATION**

The Committee is recommended to consider, if necessary amend, and approve the attached Economy and Culture Scrutiny Committee draft Annual Report 2015/16 for presentation to Council.

**Davina Fiore**  
**Director of Governance and Legal Services**  
**3 March 2017**



scrutiny



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# **A Report of: Economy and Culture Scrutiny Committee**

**Annual Report 2016 – 2017**



City & County of Cardiff

# ECONOMY & CULTURE SCRUTINY COMMITTEE MEMBERSHIP



Councillor Rod McKerlich  
(Chairperson)



Councillor Dilwar Ali



Councillor Keith Jones



Councillor Nigel Howells



Councillor Keith Hyde

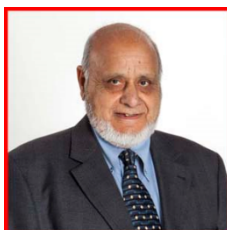


Councillor Elaine Simmons



Councillor Ed Stubbs

## Former Committee Members



Cllr Mohammed Javed  
(Until July 2016)



Cllr Ashley Govier  
(until May 2016)



Cllr Chris Weaver  
(until May 2016)

## 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.

DRAFT



**Councillor Rod McKerlich**  
**Chair, Economy & Culture Scrutiny Committee**

## 2016-17 INTRODUCTION & OVERVIEW

The Economy and Culture Scrutiny Committee plays an important role in assessing service performance and informing policy development across a range of Council services. The Directorates predominantly covered by its terms of reference are Economic Development; City Operations; and Communities, Housing and Customer Services.

The 2016 – 17 work programme (found at **Appendix 1**) included items across several Cabinet Portfolio areas, notably those of:

Cllr Phil Bale – Leader and Economic Development & Partnerships

Cllr Peter Bradbury - Community, Development, Co-operatives & Social Enterprise

Cllr Bob Derbyshire – Environment

Cllr Dan De'Ath – Skills, Safety, Engagement and Democracy.

This report presents the Committee's primary activities during 2016 -17 and, wherever possible, identifies the impact of the Committee's work upon the areas within its remit.

Between May 2016 and March 2017 the Committee scrutinised a wide range of topics, which are listed below:

### **Inquiries**

Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report or letter to the Cabinet.

- 'Cardiff Allocation of National Non Domestic Rates'
- 'Cardiff Central Transport Hub'
- Cabinet Response and Progress Update – 'Cardiff Central Market and Historic Arcades'.

### **Policy Development and/or Review**

Where the Committee has contributed to the Council's policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a

timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required.

- Cardiff Tourism Strategy and Action Plan
- Cardiff Coal Exchange
- Flat Holm Island Partnership
- Support for Start-ups and Entrepreneurial Businesses
- Parc Cefn Onn Project
- Into Work Services and Volunteers
- Friends Groups and Volunteers in Parks
- Cardiff Contemporary Arts Festival 2016.

### **Pre-Decision**

Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

- Cardiff Capital Region City Deal
- Leisure Management Procurement Exercise
- Arts Management Procurement Exercise
- Business Improvement District
- Dumballs Road Regeneration
- Library Provision at Cardiff Royal Infirmary
- Central Square (Land Disposal).

### **Monitoring**

Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed.

- Corporate Plan 2017-19 and Budget 2017/18
- Quarterly Performance Reports – Economic Development; City Operations; Community, Housing and Customer Services
- Welsh Public Library Standards 5<sup>th</sup> Framework
- Summer Reading Challenge 2016

- Adult Community Learning Success Rates.

Over the period May 2016 – March 2017 the Committee held nine committee meetings<sup>1</sup> and wrote 23 letters<sup>2</sup> to the Cabinet, officers and external partners, sharing their comments/ recommendations and concerns following the scrutiny of items at committee meetings. The Committee also wrote one letter to Cabinet Members as part of their task and finish inquiry work.

The following pages highlight the Committee's key activities during 2016 - 17 and identify the comments and recommendations made.

## **Summary for this Administration (2012 – 2017)**

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During the last 5 years, this Committee has held 53 full Committee meetings. As a result of the consideration of over 136 reports, covering policy development, pre-decision scrutiny, monitoring progress and service area performance, the Scrutiny Committee Chairperson sent 127 letters to the Cabinet and officers, which included requests for additional information, comments, and observations.

The Committee received timely responses from the Cabinet to all letters that requested a response. In addition, officers have provided information where requested and agreed to amend future reports in response to the Committee's requests. The Committee also undertook eight separate inquiries and held two special call-in Committee meetings (Cardiff and Co. – November 2012, and Heath Park Model Railway – April 2014).

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<sup>1</sup> Note – September 2016 meeting was cancelled and in-depth T&F work carried out

<sup>2</sup> To be updated following March meeting

## External Participation at Scrutiny Meetings

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The Council's five scrutiny committees regularly invite citizens, business representatives and representatives of community and third sector organisations to participate in meetings. Throughout the year the Committee has received input from external contributors and members of the public, to compliment, support and challenge the information presented by Cabinet Members and Officers.

In considering Cardiff Coal Exchange in June 2016 the Committee received input from developers Signature Living, representatives of Save the Coal Exchange, Coal Exchange Limited, Cardiff Civic Society and individual members of the affected community. This diverse range of contributions enabled Members to more fully understand the concerns and tensions existing in relation to this iconic building and emphasised the importance of preserving this building and its history for future generations.

The Committee has received input from partner organisations the Council is working with, as was the case for the Flat Holm Island Partnership, where members heard from Flat Holm Society and Royal Society for the Protection of Birds. In considering Support for Start Ups and Entrepreneurs, the Committee received representations from Cardiff Start, an informal network for small and innovative businesses in Cardiff.

At the March Committee meeting, Members heard about the Council's work supporting friends groups and volunteers in Cardiff's parks. Representatives of friends groups were invited to provide Members with a deeper understanding of what it means to be part of a friends group, the work involved, the benefits it brings and the working relationship with the Council.



## Webcasting

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It was agreed in the Welsh Audit Office Management Statement of Action that Cardiff Council would begin to webcast one Scrutiny Committee meeting per month from December 2016. This is intended to promote public understanding of the Council's function, and support public participation and access to local democracy.

A successful trial took place in November 2016, where the Economy and Culture Scrutiny Committee's meeting was recorded offline. In December 2016, the Committee was the first scrutiny committee in Cardiff to webcast live. This meeting was viewed live by 13 individuals and the archived video has been viewed by a further 28 individuals.

The Committee's March 2017 meeting was also webcast.

## Review of Scrutiny

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Wales Audit Office (WAO)'s February 2016 inspection report included the following recommendations, which impacted on Scrutiny in Cardiff:

- Develop an approach to cross-cutting scrutiny (given the increasing nature of collaborative service delivery and governance, and the Wellbeing of Future Generations agenda).
- Consider scrutiny's role in addressing the strategic challenges facing the Council at this point in time.
- Ensure that any vacancies on scrutiny committees are filled quickly.

To address the first two of these recommendations, the Council has been undertaking a Review of Scrutiny, with recommendations to be implemented from the start of the next political term. The Review engaged Members, officers and external stakeholders, and the resultant report was reported to Constitution Committee on 2 March 2017.

This Committee has taken a key role in delivering cross-cutting and partnership scrutiny work which is detailed elsewhere in this report. In brief, however, they have included:

- Joint meetings with Environmental Scrutiny Committee to jointly scrutinise proposals for the Central Transport Interchange.
- Joint task and finish groups, for example to consider the Community Infrastructure Levy.
- In September 2015 it was agreed that the Policy Review and Performance Scrutiny Committee would take lead overview role for scrutinising the work of Cardiff Partnership Board, with this Committee undertaking detailed scrutiny of Partnership Board work streams relevant to its terms of reference.

Committee vacancies are allocated to political groups under political proportionality rules, are discussed on a monthly basis with Party Group Whips, and have been offered to other political groups and independent councillors. Appointments to vacancies on committees have been considered as a standing item on all council meeting agendas. As a short-term measure, Full Council in July 2016 decided to reduce the number of members on scrutiny committees down to eight Members for the remainder of this Administration.

The 2016 Member Survey also explored the challenges that Members faced in filling vacant Committee places. It found a range of challenges, including other Council duties, family and work pressures to be key factors, which it is hoped will inform arrangements for the new Council following the 2017 Council elections.

## IN DEPTH 'TASK AND FINISH' INQUIRIES

Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report or letter to the Cabinet.

### Cardiff Central Transport Hub

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As part of their 2014-15 work programmes, the Environmental and Economy and Culture Scrutiny Committees agreed to establish a joint task and finish inquiry focussed on arrangements for the new Central Transportation Hub. It was agreed that the Economy and Culture Scrutiny Committee would take the lead on this work, given the existing commitments of the Environmental Scrutiny Committee.

In 2014/15, given the tight timescales prior to a Cabinet decision it was deemed unlikely that Scrutiny could provide the full rigour of a task and finish Inquiry within the time available. As such, it was agreed that a series of individual meetings on specific themes would be arranged, with letters and recommendations submitted following each meeting.

Three meetings of this inquiry were held as part of the 2014-15 work programme, and a further three meetings were held as part of the 2015 – 16 work programme. A seventh meeting of this inquiry was held in September 2016 – a summary of this meeting and the correspondence between the Inquiry Members and Cabinet Member is given below.

#### **Meeting 7 – Pre-decision Scrutiny – Design Scheme and Funding Options -**

At this meeting Members were provided an overview of the current position with regard to the design scheme for the transport interchange building, given an outline of progress made to date and the future funding options to be considered by the Council. Cllr Rod McKerlich, Chair of the Economy and Culture Scrutiny Committee wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- note that a substantial change to the design proposals was for car parking spaces to be provided above ground rather than below. The rationale behind this

decision was the additional cost and time it would take to build underground parking, and with this in mind Members welcomed the change.

- note Members confidence that the transport interchange element of the building will be delivered and will have the capacity to cope with the required bus traffic through the city centre – regardless of changes to the upper floors of the building.
- note that Members were pleased consideration is being given to opportunities that could generate income for the Council and their awareness that these options come with varied levels of risk.
- highlight the importance of potential risks and rewards being fully quantified in order for the right decision to be made for Cardiff.
- endorse the report and recognise the need for the recommendations being made, namely to proceed with a planning application based on the current design scheme, to undertake a detailed business case to establish a preferred funding approach and to underwrite the second phase of design costs.

The response received from the Cabinet Member - Transport, Planning & Sustainability stated that:

- He was grateful for the continued support and feedback of Scrutiny and confirmed that points raised in relation to potential risk associated with financial arrangements would be noted.
- A future Cabinet decision would be needed on the detailed business case in early 2017 and confirming Scrutiny would be offered the opportunity to consider the details of the report.

## Cardiff Allocation of National Non Domestic Rates

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In August 2015, the Economy and Culture Scrutiny Committee agreed to commence a task and finish inquiry reviewing Cardiff's Allocation of National Non-Domestic Rates. A perception exists that Cardiff is a significant net contributor to the central NNDR pool and the allocation it receives as a Council does not adequately support the expectancies placed upon Cardiff as a Capital City, with the facilities that makes Cardiff an attractive place to work, live and visit being undermined.

Two meetings were held in 2015/16, capturing evidence from officers responsible for Revenues and Finance. Members have heard following key information:

- Cardiff has no say into what level of rates businesses are required to pay. The Council is responsible for billing and collection on behalf of the Welsh Government. All goes into a central pot and then is reallocated across Wales. Only 4 of the 22 Welsh Local Authorities are net contribution – the remains 18 are net recipients (receive more allocation of NNDR than they collect locally). It is very unlikely there will be collective agreement across Wales for any changes to be made.
- Finances allocated to local authorities are based on the Standard Spend Assessment (SSA). This is based on a formula establishing the level of expenditure required to ensure that each local authority can provide a standard level of service. Local authorities receive this level of money via a combination of Council Tax income, Non Domestic Rate allocation and Revenue Settlement Grant. The key figure is the value of SSA, this is the amount local authorities will receive – retaining more NNDR does not necessarily mean more money overall, as adjustments would be made to other income, such as the Revenue Support Grant.
- England has introduced local retention of rates. Local authorities return 50% of increased yield and are allowed to retain the remainder. If applied to Cardiff, we could potentially retain a few million pounds a year. This would prove very important in terms of balancing the budget and securing important services. The Chancellor seemingly wants to move toward full localisation and remove revenue support. The message from Welsh Government is that there will be no localisation until 2020, when there will be a local authority reorganisation.

In September 2016, the Chair of the Economy and Culture Scrutiny Committee wrote to Mark Drakeford AM, Cabinet Secretary for Finance and Local Government requesting a meeting to understand in more detail the Welsh Government position in terms of the collection and reallocation of National Non Domestic Rates, and explore the formula which results in Cardiff being a net contributor of such a significant scale.

In response, the Cabinet Secretary for Finance and Local Government stated:

*“Any changes made to the funding arrangements are closely linked to my plans for wider reform of local government. The Programme of Government published this week makes a number of commitments to improving local services for the people of Wales. This requires us to take a wider look at the arrangements for local government and I intend to do this in partnership with local authorities. I have been encouraged by the discussions I have had over the summer with each of the 22 local authority leaders and the Welsh Local Government Association. Some common themes are emerging from what I have heard so far and I intend to outline the broad parameters of a potential way forward on local government reform in October.*

*“Alongside this, I hope to be in a position to make a statement my plans for reviewing the local government finance system later in the autumn term. This will be the beginning of a period of open discussion with local government about the areas for consideration and there will be opportunities for this through the Finance Sub-Group of the Partnership Council for Wales and other formal channels.”*

Research has been commissioned with the Cardiff Scrutiny Research Team to explore the experience of English Local Authorities through the localised retention of business rates.

**This research is due to be shared with Members in March 2016, and findings will be included below.**

## Cardiff Central Market and Historic Arcades – Cabinet Response

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Commencing as part of the Economy & Culture 2013-14 work programme, and being completed as part of the 2014-15 work programme, the Committee undertook an Inquiry focused on Cardiff Central Market and the Historic Arcades in the city centre. It built upon the findings of the 'Small Business' Inquiry published in January 2014 and the 'Higher Education Innovation in Cardiff' short scrutiny published in November 2013.

The report for this Inquiry, received at the December 2014 Cabinet meeting, made 17 recommendations. These recommendations focussed on the Council developing a vision, business plan and performance framework for Cardiff Central Market, aimed at resolving ongoing disputes, increasing dialogue with traders, addressing maintenance issues and working practices within the market. The Inquiry recommendations also looked to resolve perceived footfall issues near the castle, review information on way finders and explore the potential to support a local currency.

In April 2015 the Cabinet published its response to the Committee's report and recommendations, 11 of which were accepted, five partially accepted and one (in relation to exploring parking options within the city centre) was not accepted. It was agreed that an update be brought to the Committee in May 2016, giving time for the recommended actions to be implemented and start to drive improvements.

The key changes and improvements that Members noted are:

- A new post of Estate Management officer has been created with overall responsibility for the management of the Market.
- Significant efforts have been made to improve relations with market tenants and representative groups.
- Tenancy agreements have been developed and soon to be issued to all tenants.
- Day to day operational practices have improved, including the enforcement of blue line' demarcation indicating stall boundaries, a greener waste approach has been introduced, and underhand use of the market is being tackled.
- Branding has been improved on the exterior of the market and surrounding area.

- A long term vision for the market has been developed, with a view to introduce a more diverse and up market offer within Central Market. This may also include changes to opening hours and days of trading.
- Cardiff Central Market is now covered by the city centre free-Wi-Fi.

It was suggested to the Committee that these improvements and changes are already having an impact in the Market, with tenants indicating an increase in profits of approximately 10%, and waste costs down by a third.

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Members have undertaken a significant amount of pre-decision scrutiny and policy development work in respect of Cardiff's economy and the arts in Cardiff. Details of some of these are provided below; a full list of the topics covered is provided on pages 5 and 6.

### **Cardiff Capital Region City Deal**

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Cardiff Capital Region City Deal represents a £1.2 billion investment aimed at improving infrastructure, public transport and driving economic growth across the region. The Committee considered this topic twice during the 2015/16 work programme and at the January 2017 meeting Members received an update on progress. This included: details of the Joint Working Agreement across the ten authorities; detail on the assurance framework to be used for programme and project assessment; the establishment of an accountable body; financial principles; and reserved matters.

Following this meeting Members noted their pleasure that a Joint Working Agreement was to be established before substantial amounts of money were committed. Members also stressed the importance of an assurance framework, ensuring robust business cases are in place to support any proposed project. It was felt this would signal to the governments involved that money would be allocated appropriately, and also ensure chosen projects deliver maximum economic impact for the region. Members also noted the proposal for a Joint Scrutiny Committee to be established, comprising of one elected Member from each local authority involved.

### **Cardiff Coal Exchange**

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The condition of the Coal Exchange has been a matter of public concern in recent years, which this Committee has monitored. Previous scrutiny has considered the potential future uses of the Coal Exchange, the public's interest in the building, the proper role of the Council and of other partners in safeguarding the building's future, and more widely of Butetown's suite of heritage buildings.

In April 2016 it was announced that hotel developer Signature Living had agreed a deal to restore the Coal Exchange and develop a luxury hotel, conference and wedding facility. Following the announcement, a number of interested parties and stakeholders contacted the Committee Chair regarding these developments. It was agreed an item would be considered in June 2016, allowing the Committee to hear from all parties involved.

Members recognised the service done for the city of Cardiff by Save the Coal Exchange and Coal Exchange Ltd in the care they have given the building over many years. The Committee was encouraged by the plans put forward by Signature Living, and hoped they would preserve the history of this building for future generations. The Committee noted that there were a number of lessons for the Council to learn through this process, including increased transparency, engagement and communication.

## **Dumballs Road Regeneration**

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In 2013 the Welsh Government launched five Enterprise Zones across Wales. The Cardiff Central Enterprise Zone was marketed as a Business District with a particular focus on the financial and professional advisory services. Almost one third of the Cardiff Central Enterprise Zone is accounted for in the Dumballs Road site, located south of Cardiff Central Train Station. This is a brownfield site, allocated for housing-led mixed use developments, and a series of unsuccessful schemes have been privately developed in recent years.

In November 2016 proposals came forward for the Council to work in partnership with international real estate company Vastint on the regeneration of Dumballs Road. Members recognised that the location of the land, proposed other developments and transport improvements to the south of Cardiff Central station, coupled with the reputation of Vastint made this an attractive proposition. While the Committee supported the proposals, Members noted that this partnership involved financial commitment from the Council and stressed that there should be a limit to the amount of money this Council borrows, given its increasing dependence on external borrowing.

## Leisure Management Procurement Exercise

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In May 2014 a programme of Organisational Change was agreed for Cardiff Council to challenge the way services were being delivered, and give consideration to alternative service delivery models. It was resolved that a procurement process be carried out to secure the future management of the Council's leisure centres. The Economy and Culture Scrutiny Committee has had an ongoing role in monitoring the delivery of these procurement exercises, and in July 2016 considered the proposed preferred option for leisure centre services in Cardiff - to establish a partnership with a private sector organisation.

Members of the Committee recognised the rationale behind this decision and the benefits offered by the chosen provider. These included: financial savings over the life of the contract; reduced financial risk for the Council; robust investment plans for capital investment into facilities; and a proven track record of operating leisure facilities, a robust governance structure, and a commitment to partnership working. Union representatives at this meeting requested additional time to consider the proposals, but Members did not feel that further examination of the information available would lead to a different conclusion. They did not have confidence that a suitable alternative to this proposal was likely to come forward.

Members of the Committee stressed the vital role of the Client Function, which will be established to monitor and manage the agreed contract. This will ensure that the Council is in a strong position to challenge and enforce the conditions that are agreed at the outset of the contract.

## **Arts Management Procurement Exercise**

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In May 2014, a procurement exercise was commenced to secure the future management of the Council's Arts Venues (St. David's Hall and New Theatre), running alongside the leisure management procurement exercise.

At the February 2017 meeting Members considered proposals to terminate the competitive dialogue procurement process with immediate effect, in favour of an 'Enhanced In-House Model'. Members were informed that the procurement process had resulted in a single bidder remaining to submit a Draft Final Submission and that throughout the process the Council's in-house provision had been developed as an internal comparator model against which external bids could be evaluated. In comparing the external and internal options it was found that the external bid only provided marginal additional revenue savings that an 'in-house approach' could deliver, and proposed little direct capital investment.

Members supported the decision being made. They recognised that it was well informed, given the risk involved in transferring services to an external body for minimal benefit. They were also pleased that the Council would retain control over these important cultural venues, and discretion over the programme of shows on offer.

## **Flat Holm Island Partnership**

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Flat Holm Island is a small island, less than ½ a mile wide, in the Bristol Channel. The Council has managed the Island as a Site of Special Scientific Interest, Local Nature Reserve and Historical Site. In October 2016, the Committee considered progress in developing the Flat Holm Island Partnership with the RSPB and Flat Holm Society.

Members noted that at one stage recently the Council was considering disposal of its responsibility for the Island, and as such were now glad to be in the position of considering partnership arrangements to ensure a sustainable future for Flat Holm. It was clear that commercial opportunities for the Island were limited and Members agreed that focus should be placed on heritage and wildlife. Committee recommended that a marketing campaign be undertaken to re-engage schools as a priority, and to promote volunteer opportunities on and the potential for people to become Members of Flat Holm Society.

## Parc Cefn Onn Project

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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. The vision for this project is to place a focus creating an accessible sensory experience at Parc Cefn Onn.

Members welcomed the project and recommended that efforts be made to increase the exposure the park receives in promotional materials for Cardiff, visibly placing the park on the radar of visitors to the city. Members noted it would be useful to capture which schools are visiting the park, and tracking whether the work in this park has an impact for schools in lower socio economic areas of Cardiff.

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## CORPORATE PLAN & BUDGET

At its February 2016 meeting the Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2017 – 18. Members:

- Noted their concern that the Council's debt is high and continually increasing, with approximately £666m quoted during the meeting as the current level of debt. Members felt there will come a time where the Council cannot afford to continue borrowing substantial sums of money each year.
- Noted that savings from the leisure partnership with GLL had been written into the contract and trusted that robust measures and controls were in place to ensure their delivery.
- With regard to a refurbishment of outdoor sport changing facilities members stressed the importance of a robust evaluation and prioritisation to ensure the venues most in need get the attention they merit.
- Noted that a combination of increased sales, natural staff turnover and improved working practices would deliver savings at Arts Venues, and that these savings were intended to drive down the subsidy these venues receive.
- Noted that the draft Corporate Plan contained a commitment to produce an International Strategy for Cardiff and requested that this was brought to a future scrutiny meeting.

## Quarterly Performance Reports

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Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion, which should help to drive improvement of the services provided. This Committee has reviewed performance of the following Directorates each quarter – Economic Development (ECD); City Operations (CO); Communities, Housing and Customer Services (Libraries and Adult Community Learning elements) [CHC].

In setting the Committee's 2015/16 work programme, Members agreed to trial a new approach to scrutinising performance. 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. Where a Directorate was not selected to present to a particular Committee Meeting, Members requested a written summary of certain projects or aspects of a Directorate's work. The full set of quarterly corporate performance reports for each Directorate was still provided within papers for Members' consideration.

Below is a summary of the key areas picked up through performance monitoring quarterly reports (the relevant directorate is notes in brackets):<sup>3</sup>

- Progress delivering the Hubs Programme (CHC).
- Procurement exercises for Arts Venues (ECD) and Leisure Facilities (CO) and delays to the achievement of savings.
- failure to meet the GVA per capita (compared to UK average) target (ECD).
- protocols with regard to social media interaction with the public (CHC).
- Civic Centre Heritage Quarter.

In setting the 2017/18 work programme, the Committee will review the approach taken to Quarterly Performance, its robustness and the quality of scrutiny it provided, and agree an approach to be taken for the future.

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<sup>3</sup> To be updated following the March Committee meeting

## **Welsh Public Library Standards 5th Framework**

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Welsh Government's Division responsible for Libraries (CyMAL) evaluated Cardiff's Library Service performance for 2015/16, and this was received by the Committee in November 2016. It showed that Cardiff met 17 of the 18 core entitlements in full, partially meeting the remaining one. Of the seven quality indicators which have targets, Cardiff achieved three in full, two in part and failed to achieve two. Strengths were identified in community engagement and visitor levels, and the main areas of concern were the staffing and acquisitions budgets.

Members noted: poor performance in one quality indicator was due to a glitch in the electronic systems, meaning books were being delivered to the wrong branch libraries; the importance of providing a variety of books and not solely relying on market data; and the inappropriateness of some measures, urging the Cabinet Member to make representations on this to Welsh Government.

## **Adult Community Learning 2015/16 Performance**

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The Welsh Government produces annual performance information to review the success rates for Adult Community Learning. The information covers courses provided through Learning for Work, Learning for Adults with Additional Needs (Disability Inclusion in Community Education) and elements of Into Work Services.

Members were pleased to note that the Council's provision of courses has exceeded all targets, and that collectively the Cardiff and Vale Community Learning Partnership delivered impressive results.

Members requested additional information mapping the provision of Learning for Life Courses, which would enable them to understand which areas of the city have the greatest uptake. Members also requested an age profile breakdown of those participating in courses.



## **Summer Reading Challenge**

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The Committee undertook an item to monitor the performance of Cardiff in delivering the Summer Reading Challenge at its November 2016 meeting. Members welcomed another successful year, where participation and completion rates had increased. The target of 70% completion rate was missed, but the 67.25% rate achieved was well above the Welsh average. This target would be repeated for 2017 and Members welcome the aspiration being shown by officers.

The Committee also welcomed the approach taken to create incentives through partnership with local companies (in this case Joe's Ice Cream), and were pleased to be informed that this sponsorship would continue for 2017.

## **Into Work Services and Volunteers**

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At the December 2016 meeting Members reviewed the performance of the Into Work Service, and volunteer opportunities across Cardiff. Cardiff Into Work Service provides free informal drop-in sessions across Cardiff for residents looking for work or to upskill within their current jobs.

Members offered their congratulations to all involved in delivering the service, as the tangible benefits to the people of Cardiff were plain to see. In 2015/16 over 40,000 clients received into work support. 1,327 job clubs sessions were held, 3,722 learners attended training and 1,431 received accredited training.

## **Support for Start Ups and Entrepreneurs in Cardiff**

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Start-ups and small businesses contribute to local economies by bringing growth and innovation to the community in which the business is established. They help stimulate economic growth by providing employment opportunities and by attracting talent who invent new products or implement new solutions for existing ideas. The Economy and

Culture Scrutiny Committee recognised this in their 2014 Inquiries 'Small Business' and 'Higher Education Innovation in Cardiff'.

At the October 2016 meeting Members reviewed the Council's work in supporting and attracting small businesses and entrepreneurs. Members noted that the Cardiff Capital Fund (comprising of grants, loans and equity investments to new and established businesses across Cardiff) had been fully exhausted and requested additional information on this. A confidential document was provided to Members, evidencing the number of businesses supported and the number of jobs created and safeguarded.

At the meeting Members also received a presentation from the founder of Cardiff Start – a community of skilled individuals and network opportunities for small and innovative businesses in Cardiff to gain advice and ideas. Members were pleased that the Council is actively involved in supporting forums such as Cardiff Start and signposting new companies and individuals in their direction.

## **Cardiff Contemporary Arts Festival**

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To be completed following the March Committee Meeting

## WORK PROGRAMME FOR 2017 - 18

Following the May 2017 Council elections the new Administration may agree at Council to continue with a Economy and Culture Scrutiny Committee. Members of the Committee under the new Administration will be invited to consider items for possible inclusion in the Committee's work programme during 2017-18.

Work is currently in progress to draw together issues for the new Committee to consider. A draft work programme will then be developed and brought to Committee for approval and implementation. The Committee will welcome suggestions for scrutiny items from other Members.

## FUTURE SCRUTINY WORK

Over the course of its deliberations this year, the Committee has recommended that the following items be considered for inclusion in the Committee's 2017-18 work programme:

- ❖ Cardiff Capital Region City Deal.
- ❖ Civic Centre Heritage Quarter.
- ❖ Mount Stuart Square Heritage Quarter.
- ❖ Leisure Management Partnership Update.
- ❖ Arts Venues Enhanced In-House model.
- ❖ Cardiff Semi Conductor Cluster.
- ❖ Dumballs Road Masterplan.
- ❖ English for Speakers of Other Languages.
- ❖ Learning for Life.
- ❖ International Strategy for Cardiff.
- ❖ Tourism Strategy and Action Plan Update.
- ❖ Summer Reading Challenge Performance Reports.
- ❖ Savings Reports.
- ❖ Relevant Audit, Inspection and Regulatory Reports.  
Cabinet Responses to previous Inquiries, and implementation of agreed recommendations from previous Inquiries.

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Scrutiny Work Streams	12 May	9 June	21 July	August	8 September	6 October	11 November	8 December	12 January	Budget Scrutiny 14 February	9 March	April	May			
Pre Decision Scrutiny	Business Improvement District		Business Improvement District	Summer Recess			Dumballs Road		Roath Library CRI	ADM Arts Venues	Central Square (Land Disposal)	Pre-election period / purdah	Pre-election period / purdah			
			Leisure Management Procurement						Cardiff Capital Region City Deal							
Policy Development / Review	Cardiff Central Market	Coal Exchange					Flat Holm Partnership	Summer Reading Challenge	Tourism Strategy	ACL Success Rate				Cardiff Contemporary		
							Innovation / Entrepreneur	Welsh Public Libraries Standards	Parc Cefn Onn					Friends Groups / Volunteering (Parks)		
									Into Work Services & Volunteers							
Corporate and Performance items	Q4 Performance								Q2 Performance		Budget and Corporate Plan			Q3 Performance		
Committee Business items and information reports	Annual Report	Work Programme	Work Programme				Work Programme							Annual Report		
		Correspondence					Correspondence							Correspondence		
Committee Improvement Inquiries							NDR Inquiry									
					Transport Interchange											

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Key	Corporate	City Operations	Communities	Economic Development	Task and Finish Inquiry	Committee Business
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