County Hall
Cardiff
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Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

AGENDA

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 2 APRIL 2015, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Craig Williams (Chair) Councillors Dilwar Ali, Aubrey, Ralph Cook, Howells, Javed, Stubbs, Weaver and Darren Williams

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

To approve as a correct record the minutes of the meetings held on 5 February and 5 March 2015.

4 Cardiff Contemporary Festival 2014 - Report *(Pages 3 - 26)*

a) Councillor Peter Bradbury (Cabinet Member –Community Development, Co-operatives & Social Enterprise) will be in attendance, and may wish to make a statement;

b) Chris Hespe (Director – Sport, Leisure & Culture) and Ruth Cayford (Visual Arts Manager) will also be in attendance;

c) Members' question and answer session.

5 Cardiff International Sports Stadium *(Pages 27 - 48)*

a) Councillor Peter Bradbury (Cabinet Member – Community Development,

Co-operatives & Social Enterprise) will be in attendance, and may wish to make a statement;

b) Chris Hespe (Director – Sport, Leisure and Culture), Mark Roberts (Deputy Principal – Cardiff and Vale College) , Steve Borley (House of Sport) and Matt Newman (Chief Executive, Welsh Athletics) will also be in attendance;

c) Members' question and answer session.

6 Cardiff Tourism Strategy and Action Plan: 2015 - 2020 *(Pages 49 - 84)*

a) The Leader, Councillor Phil Bale will be in attendance, and may wish to make a statement;

b) Economic Development officers will also be in attendance;

c) Members' question and answer session.

7 Scrutiny Improvement Project *(Pages 85 - 96)*

a) Councillor Daniel De'Ath Cabinet Member Safety, Engagement and Democracy will be in attendance and may wish to make a statement;

b) Marie Rosenthal, County Clerk and Monitoring Officer will be in attendance to answer Members' questions.

c) Members' question and answer session

8 Correspondence - Information Report *(Pages 97 - 212)*

9 Task and Finish Discussions - Preserving the Heritage Buildings in Cardiff Bay

Nathan Swain to seek membership for upcoming Task and Finish Inquiry.

10 Way Forward

11 Date of next meeting

The next meeting is scheduled for 14 May 2015, 4.30pm (venue to be confirmed).

Date of next meeting - Thursday, 14 May 2015

Marie Rosenthal
County Clerk & Monitoring Officer
Date: Date Not Specified
Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE: 2 APRIL 2015

CARDIFF CONTEMPORARY

Reason for Report

1. To provide Members with an overview of the *Cardiff Contemporary* Festival that was held in the city from 3 October– 9 November 2014, 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 of it.

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 has been co-funded by the Arts Council of Wales and 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." [1]

5. Attached at **Appendix A** is the Cardiff Contemporary Festival 2014 Report – a post event summary of the festival. Page 2 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;
- 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; and
- establish Cardiff as an innovative, progressive world city for contemporary arts and design.

Cardiff Contemporary Festival 2014 – Reveal/Conceal

6. The Cardiff Contemporary Festival 2014 Report (**Appendix A**) provides a comprehensive overview of the arts festival which took place between 3 October and 9 November 2014. 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.

[1] https://formerly.cardiff.gov.uk/objview.asp?object_id=29910 - Page 11 of Appendix 1

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

- 32 countries represented within the festival
- 3 artist residencies
- 33 artists commissions
- 472 artists involved
- 45,263 visitors to the invigilated programme (estimated)
- 720,180 visitors engaging with commissions in the public realm (estimated)
- 36 employment opportunities created.

8. The countries listed below were represented through the commissions and partner activities of Cardiff Contemporary 2014:

Wales	England	Scotland	Ireland	Austria	Germany	Italy
Spain	Portugal	Slovenia	Poland	Romania	Sweden	Denmark
Norway	Russia	Iceland	Holland	Croatia	Israel	Serbia
Canada	USA	Brazil	Argentina	Peru	Australia	China
South Africa	New Zealand	Pakistan	Lithuania			

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."

9. Cardiff Contemporary Festival looked to bring art into the public realm in order to maximise public engagement. This was done 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. Information on each of these spaces can be found on Page 10 of **Appendix A**.

10. 160 applications from across the world were received as part of Cardiff Contemporary, with 33 artist commissions being awarded. Details on the three artists commissioned as Artists in Residence (Daniele Sambo, Ian Watson and Simon Fenoulhet) and the remaining 30 commissions can be found on Pages 10 – 13 of **Appendix A**.

11. Cardiff Contemporary Festival is an example of the Council working in partnership and establishing joint working practices across sectors. Page 8 of **Appendix A** identifies that in addition to inter-departmental collaboration within the Council, the Festival involved collaboration with the art community, local businesses, and educational and commercial sectors. A comprehensive list of the organisations and businesses working in partnership with the Council can be found on Page 8.

12. Throughout the Cardiff Contemporary Festival 2014 Report a number of quotes are given evidencing the feedback received on the festival. A example of one of these quotes is given below:

    "We must not underestimate the importance of Cardiff Contemporary as an event, not only its help in the portrayal of Cardiff as a vibrant and healthy capital city to its indigenous population but very importantly to those who visit, or are thinking of visiting Cardiff and Wales. Arts events are a draw for potential tourists – this means money being spent in Wales and Cardiff. Arts events of quality give an image to inward investors that we here in Wales are culturally vibrant, that we not only have a past but a healthy future."
    Keith Bayliss, Artist

13. The Cardiff Contemporary Festival 2014 Report does not contain information on the funding and finances of the festival, other than to note that Cardiff Contemporary 2014 was co-funded by the Arts Council for Wales. Members will receive detail on the finances of Cardiff Contemporary in the presentation made by officers at the Committee Meeting.

Previous Scrutiny

14. 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.

15. Members may wish to note that Professor Stevens was a driving force behind the initiation of Cardiff Contemporary following a consultation period in 2010-11.

16. Members may also wish to note that the Cardiff Tourism Strategy and Action Plan: 2015 – 2020 is to be considered at the same meeting as this item on Cardiff Contemporary. A commitment made in the Strategy is 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

17. Councillor Peter Bradbury (Cabinet Member for Community Development, Co-operatives and Social Enterprise) will be joined by Chris Hespe (Director – Sport, Leisure and Culture) and Ruth Cayford (Visual Arts Manager), to provide Members with an overview of Cardiff Contemporary Festival 2014 and the ongoing plans for the future of the festival.

18. Members of the Committee will have the opportunity to provide comments, observations, identify priorities and form recommendations to the Cabinet for consideration.

Legal Implications

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

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 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

21. 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.

Marie Rosenthal
County Clerk and Monitoring Officer
27 March 2015

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REPORT
ADRODDIAD

CARDIFF CONTEMPORARY FESTIVAL
GŴYL CAERDYDD GYFOES

REVEAL/CONCEAL
DATGELU/CELU

2014

Content
Cynnwys

Ruth Cayford
Visual Arts Manager/
Rheolwr Celfyddydau Gweledol
Cardiff Council/Cyngor Caerdydd
Cardiff Contemporary c/o
St David's Hall, The Hayes/
Neuadd Dewi Sant, yr Aes
Cardiff/Caerdydd, CF10 1AH

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facebook.com/CardiffContemporary
@cardiffcontemp
#RevealConceal #DatgeluCelu

Introduction
Cyflwyniad

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.

Mae nodau parhaus Caerdydd Gyfoes fel a ganlyn:
• Cydnabod cyfoeth y Ddinas o dalent a gweithgarwch creadigol, a hyrwyddo Caerdydd fel llwyfan ar gyfer gweledigaeth gyfunol a chreadigol.
• Annog a chodi proffil y celfyddydau gweledol yng Nghaerdydd i gynulleidfaoedd lleol, cenedlaethol a rhyngwladol.
• Meithrin a hyrwyddo'r cyfoeth o dalent a gweithgarwch artistig sy'n bresennol yng Nghaerdydd ac annog gweithgarwch newydd yn y maes.
• Annog ymgysylltiad cyhoeddus â'r celfyddydau gweledol.
• Sefydlu Caerdydd yn ddinas fyd-eang, arloesol, datblygiadol o ran y celfyddydau gweledol a dylunio.

This report offers an overview of Cardiff Contemporary Festival 2014, which took place between October 3rd and November 9th 2014, a newly 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.

The project is integral to Cardiff Council's corporate 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 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 2014 presented a coordinated programme of curated activity which included thirty commissions and three artist residencies; visual art exhibitions, innovative sonic art interventions, talks and events, transformation of spaces and Open Studios; all of which was supported by our website, invigilation and live guide programme and the Cardiff Art Map publication. Through these commissions the festival directly engaged 472 artists, with the number of artists and curators benefiting totalling 543. The commissions facilitated 81 events featuring work from 32 countries, promoting Cardiff's cultural profile on 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, the artists' moving image festival Outcasting: Fourth Wall, the Experimentica festival for live art and performance, the Made by Hand, contemporary craft fair at City Hall and the hyper-local festival, Made in Roath.

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 and organisations, visitors and participants; social media and in depth interviews with key stakeholders, all of which is underpinned by an active knowledge exchange between artists, organisers and the public.

Mae'r project yn allweddol i gynllun corfforaethol Cyngor Caerdydd ar gyfer y celfyddydau gweledol cyfoes a'i weledigaeth ar gyfer proffil economaidd ac adfywiad y ddinas, a bu'n gweithio'n arloesol i sicrhau cymaint o gydweithredu â phosib gyda rhanddeiliaid lleol a chenedlaethol, gan gynnwys y gymuned artistig a sectorau diwylliannol, addysgol, masnachol a llywodraethol. Anogodd y fenter sgyrsiau a phartneriaethau rhyngwladol a arweiniodd at wyliau, digwyddiadau, gosodiadau, arddangosiadau a gweithgareddau proffil uchel ym maes y celfyddydau gweledol, a grëodd gyffro ledled y ddinas gan roi hwb i dwristiaeth ddiwylliannol, hyrwyddo democratiaeth ddiwylliannol, chwalu rhwystrau i gyfranogiad ac ymgysylltu â'r cyhoedd ar raddfa fawr.

Cyflwynodd Caerdydd Gyfoes 2014 raglen gydlynol o weithgarwch curadurol a oedd yn cynnwys 30 o gomisiynau a thair preswylfa artistig; arddangosfeydd celf weledol, ymyriadau celf sonig arloesol, sgyrsiau a digwyddiadau, gwaith i drawsnewid gofodau a Stiwdios Agored; a ategwyd gan ein gwefan, ein rhaglen oruchwylio, ein canllaw byw a Map Celf Caerdydd. Drwy'r comisiynau hyn gwnaeth yr ŵyl gynnwys 472 o artistiaid, a chafodd 543 o artistiaid a churaduron fudd ohoni. Hwylusodd y comisiynau 81 o ddigwyddiadau gyda gwaith o dros 32 o wledydd, gan hyrwyddo proffil diwylliannol Caerdydd yn rhyngwladol.

Gweithiodd Caerdydd Gyfoes mewn partneriaeth â digwyddiadau, gwyliau a sefydliadau diwylliannol eraill sydd eisoes wedi ymgartrefu yng Nghaerdydd, gan gynnwys gwobr ryngwladol Artes Mundi, gŵyl darluniau symudol Outcasting: Fourth Wall, gŵyl Experimentica o gelf a pherfformiadau byw, Gwnaed â Llaw, ffair grefftau gyfoes yn Neuadd y Ddinas, a'r ŵyl leol Made in Roath.

Mae'r adroddiad hwn yn crynhoi pob comisiwn ac yn nodi nifer y bobl a ymgysylltodd â'r ŵyl ac a gafodd fynediad iddi. Mae'r adborth yn cynnwys barn artistiaid a gomisiynwyd, curaduron a sefydliadau, ymwelwyr a chyfranogwyr; y cyfryngau cymdeithasol a chyfweliadau manwl gyda rhanddeiliaid allweddol. Ategwyd hyn oll drwy gyfnewid gwybodaeth rhwng artistiaid, trefnwyr a'r cyhoedd.

CARDIFF CONTEMPORARY
INFOGRAPHIC

03.10 - 09.11.2014

countries represented within the festival

- countried represented (32)
- countries artists applied from (10)
- applications downloaded (20)

720,180 visitors engaging with commissions in the public realm

potential media reach **1,689,153**

3 residencies

472 artists involved

33 artists commissions

13 buildings & spaces transformed

45, 263 visitors to invigilated programme

81 associated events & workshops

543 total artists & curators benefitting

36 employment opportunities created

CAERDYDD GYFOES
FFEITHLUN

03.10 - 09.11.2014

gwledydd wedi'u cynrychioli yn yr wŷl

- gwledydd wedi'u cynrychioli (32)
- gwledydd lle daeth y ceisiadau ohonynt (10)
- ceisiadau wedi'u lawrlwytho (20)

720,180
o ymwelwyr yn ymgysylltu â chomisiynau cyhoeddus

y potensial i gyrraedd
1,689,153
drwy'r cyfryngau

3
chyfnod hyfforddi

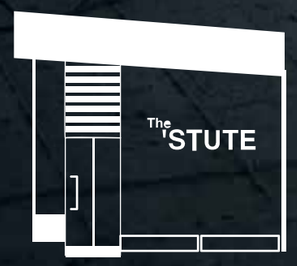
472
o artistiaid

33
o artistiaid wedi'u comisiynu

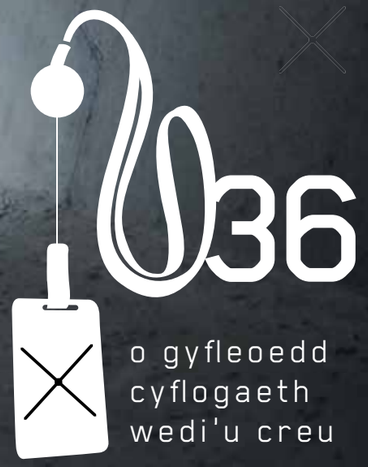
13
o adeiladau a gofodau wedi'u trawsnewid

45, 263
o ymwelwyr i'r rhaglen dan oruchwyliaeth

81
o ddigwyddiadau a gweithdai cysylltiedig



543
o artistiaid a churaduron yn elwa



36
o gyfleoedd cyflogaeth wedi'u creu

Economic & Cultural Benefits to the City

Manteision Economaidd a Diwylliannol i'r Ddinas

The UK creative industries were worth a record £76.9 billion to the UK economy in 2013, after growing by almost 10 per cent year on year. Official statistics from the Department of Culture, Media and Sport, show the industries made an economic contribution which equates to £8.8m per hour of Gross Value Added (GVA) or £146,000 a minute. Growth in the creative industries was higher than in any other UK industry and was three times the average increase in the UK economy during the period

Roedd diwydiannau creadigol y DU werth £76.9 biliwn i economi'r DU yn 2013, ar ôl twf o bron 10 y cant o flwyddyn i flwyddyn. Mae ystadegau swyddogol yr Adran dros Ddiwylliant, y Cyfryngau a Chwaraeon yn dangos bod y diwydiannau'n gwneud cyfraniad economaidd sydd gyfwerth â £8.8m yr awr o Werth Ychwanegol Gros, neu £146,000 y funud. Roedd twf y diwydiannau creadigol yn fwy nag unrhyw ddiwydiant arall yn y DU, a theirgwaith yn fwy na'r cyfartaledd ar gyfer economi'r DU dros y cyfnod

Creative Industries Economic Estimates - January 2014, Department for Culture, Media & Sport/ Amcangyfrifon Economaidd y Diwydiannau Creadigol - Ionawr 2014, yr Adran dros Ddiwylliant, y Cyfryngau a Chwaraeon

The Cardiff Contemporary initiative 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. A successful pilot festival took place during Oct and Nov 2012 and through this process, a highly credible, expert steering group was formed. The pilot provided an excellent template, and positive experience of inter-departmental collaboration within Cardiff Council and wider partnerships on which to base future festivals and applications for major funding.

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 December 4th 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 corporate 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.

Sefydlwyd menter Caerdydd Gyfoes ar ôl cyfnod o ymgynghori yn 2010-11, proses a ddechreuwyd gan yr Athro Terry Stephens a nododd y buddion economaidd a diwylliannol i'r ddinas o hyrwyddo a datblygu'r celfyddydau gweledol cyfoes. Cynhaliwyd gŵyl beilot lwyddiannus ym mis Hydref a mis Tachwedd 2012 a, thrwy hyn, sefydlwyd grŵp llywio arbenigol. Darparodd y peilot hwn dempled arbennig a chafwyd profiad cadarnhaol o gydweithredu rhyngadrannol o fewn Cyngor Caerdydd a phartneriaethau ehangach. Rhoddodd hyn lwyfan i adeiladu arno ar gyfer gwyliau yn y dyfodol a cheisiadau am gyllid.

Un o nodau pwysig Caerdydd Gyfoes yw creu amgylchedd lle gall y celfyddydau ffynnu. Mae hyn hefyd yn un o amcanion allweddol Inspire, Strategaeth Creadigrwydd a Chelfyddydau Cyngor y Celfyddydau, a gyhoeddwyd ar 4 Rhagfyr 2014. Mae amcanion canlynol Cyngor Celfyddydau Cymru hefyd yn allweddol i uchelgais yr ŵyl; Cynyddu gwerth cyfnewidfeydd diwylliannol rhyngwladol i'r celfyddydau yng Nghymru, Ariannu cyfleoedd newydd i bobl fwynhau a chymryd rhan yn y celfyddydau, Diogelu ac ehangu'r sail economaidd ar gyfer y celfyddydau yng Nghymru.

Mae Caerdydd Gyfoes yn unigryw. Mae'n cael ei chyflwyno ar y cyd gan Gyngor Caerdydd ac artistiaid, curaduron, comisiynwyr a sefydliadau celfyddydau gweledol lleol; gan ategu agendâu ac uchelgais y celfyddydau gweledol a'r Cyngor. Mae Caerdydd Gyfoes yn rhan annatod o gynllun corfforaethol Cyngor Caerdydd ar gyfer y celfyddydau gweledol cyfoes a'i weledigaeth ar gyfer proffil economaidd ac adfywiad y ddinas. Mae'n cydnabod rôl y celfyddydau a diwylliant o ran gwneud ein dinas yn lle gwell i fyw a gweithio ynddo ac i ymweld ag ef.

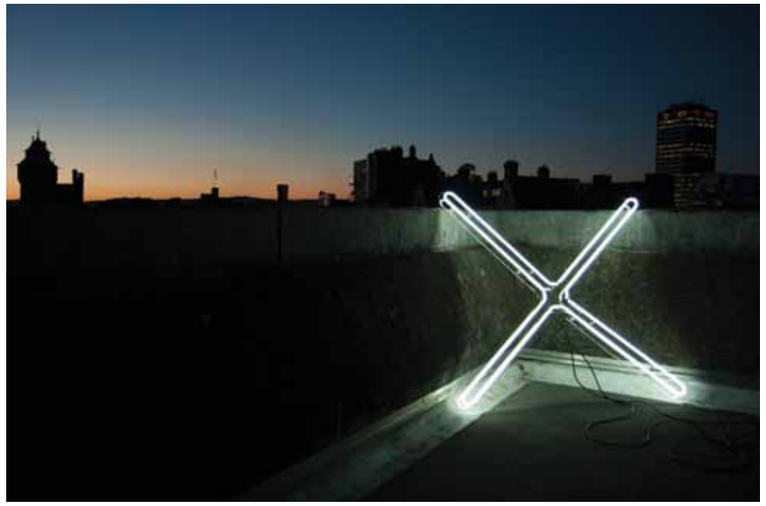
1. Richard Woods. Image courtesy/ Llun gan Alex Vann.

2. Image courtesy/ Llun gan Mark James.

3. Free Mountain, Goat Major Projects. Image courtesy/ Llun gan GMP.

1

2



3

Cardiff in Context
Caerdydd mewn Cyd-destun

Cardiff Contemporary has made Cardiff more happening, more like a capital city, and more of a cultural destination for visitors/tourism, as well as a more vibrant place to live. The city's visual arts culture is wonderfully diverse, and helps create a more positive image of Cardiff, than booze and rugby

survey respondent

We must not underestimate the importance of Cardiff Contemporary as an event, not only its help in the portrayal of Cardiff as a vibrant and healthy capital city to its indigenous population but very importantly to those who visit, or are thinking of visiting Cardiff and Wales. Arts events are a draw for potential tourists - this means money being spent in Wales and Cardiff. Arts events of quality give an image to inward investors that we here in Wales are culturally vibrant, that we not only have a past but a healthy future

Keith Bayliss, Artist

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 as 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.

'The local success of the event is obvious. The sense of engagement in communities, the role of the visual arts in generating both 'feel good' activity and generating critical discussion was matched by the level of business activity generated. However what might be less obvious is the impact on the perception of Cardiff beyond Wales. As you know I work part-time in Bath, commuting from Cardiff. Moreover, for much of this autumn I was based in Leeds in a research fellowship. I therefore had first-hand awareness of the extent to which these regions are, like many others, sitting up and noticing what we have long known about Cardiff: that it is not merely a good place to visit for high profile attractions, but is a place where on-the-ground activity gives a real cutting-edge 'buzz' - Michael Tooby, Professor of Art and Design, Bath School of Art & Design, Senior Research Fellow 2014-15, Henry Moore Institute Leeds, MT Independent Curatorial Projects Cardiff

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 and the Independent. There has never previously been 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 and social impact of this.

Richard James and R Seiliog, In Place of Fear, site-specific performance. Image courtesy Alex Vann/ Richard James ac R Seiliog, In Place of Fear, perfformiad mewn safle penodol. Llun gan Alex Vann.

Mae Caerdydd Gyfoes wedi gwneud Caerdydd yn fwy perthnasol, yn fwy fel prifddinas, ac yn fwy o gyrchfan ddiwylliannol i ymwelwyr/twristiaid, yn ogystal ag yn lle gwell i fyw ynddo. Mae diwylliant celfyddydau gweledol y ddinas yn arbennig o amrywiol, ac mae'n helpu i greu darlun mwy cadarnhaol o Gaerdydd. Mae mwy yma nag alcohol a rygbi

ymatebwr i'r arolwg

Mae angen cydnabod gwir bwysigrwydd Caerdydd Gyfoes fel digwyddiad, nid yn unig gan ei bod yn helpu i bortreadu Caerdydd fel prifddinas fywiog ac iach i'w phoblogaeth frodorol ond hefyd i'r rheini sy'n ymweld â, neu'n ystyried ymweld â Chaerdydd a Chymru. Mae digwyddiadau celfyddydol yn denu twristiaid - sy'n golygu bod arian yn cael ei wario yng Nghymru a Chaerdydd. Mae digwyddiadau celf o ansawdd yn cyfleu darlun i fewnfuddsoddwyr ein bod ni yma yng Nghymru yn ddiwylliannol fywiog, a bod gennym ddyfodol ffyniannus

Keith Bayliss, Artist

'Mae twf diweddar poblogaeth Caerdydd ymysg y cyflymaf yn y DU (Centre for Cities, City Outlook 2013) ac mae amcanestyniadau'r llywodraeth yn awgrymu y bydd twf y ddinas, sef 42% dros yr 20 mlynedd nesaf, yn gyflymach nag unrhyw 'ddinas graidd' arall yn y DU. Mae'r twf hwn yn adlewyrchu tuedd ehangach: mae pobl eisiau byw yng Nghaerdydd.' Ail-greu Momentwm - Dadansoddiad Cymharol o Berfformiad Economaidd Caerdydd, Cyngor Caerdydd.

Gweledigaeth Cyngor Caerdydd yw sicrhau mai Caerdydd yw'r 'Brifddinas orau i fyw ynddi yn Ewrop', gan gydnabod diwylliant gweledol fel rhan bwysig o'r profiad dinesig i ymwelwyr, preswylwyr a busnesau, a rhoi diwylliant wrth wraidd agenda, polisïau a gwaith cynllunio'r ddinas i sicrhau manteision cymdeithasol ac economaidd sylweddol. Yn dilyn buddsoddiad rhesymol a gwaith partneriaeth arloesol, mae Caerdydd Gyfoes yn alinio cyllid ar draws maes y celfyddydau gweledol yng Nghaerdydd, gan sicrhau'r defnydd gorau posibl o adnoddau mewn perthynas â gweledigaeth a rennir.

'Twristiaeth ddiwylliannol yw un o'r marchnadoedd twristiaeth mwyaf ac sy'n tyfu gyflymaf. Mae diwydiannau diwylliannol a chreadigol yn cael eu defnyddio fwyfwy i hyrwyddo cyrchfannau a rhoi hwb i'w cystadleurwydd a'u hapêl. Mae llawer o leoliadau bellach yn datblygu eu hasedau diwylliannol diriaethol ac anniriaethol yn weithredol fel ffordd o sicrhau mantais gymharol mewn marchnad dwristiaeth sy'n fwyfwy cystadleuol ac i fod yn unigryw wrth wynebu globaleiddio.' - Y Sefydliad ar gyfer Cydweithrediad a Datblygiad Economaidd (OECD).

'Mae llwyddiant lleol y digwyddiad yn amlwg. Gwelwyd ymgysylltu cymunedol, gweithgareddau i ddod â gwên i'r wyneb a thrafodaethau beirniadol law yn llaw â gweithgarwch busnes. Fodd bynnag, yr hyn sy'n llai amlwg yw'r effaith ar ganfyddiadau o Gaerdydd y tu hwnt i Gymru. Fel rydych chi'n gwybod, rwy'n gweithio yng Nghaerfaddon, yn cymudo o Gaerdydd. At hynny, roeddwn i'n gweithio yn Leeds fel rhan o gymrodoriaeth ymchwil am lawer o'r hydref. Felly, fe welais gyda'm llygaid fy hun i ba raddau mae'r ardaloedd hyn, fel llawer o ardaloedd eraill, yn sylwi ar yr hyn rydyn ni eisoes yn ei wybod am Gaerdydd: nid dim ond lle da i ymweld ag ef ydyw, mae hefyd yn rhywle lle mae gweithgareddau ar lawr gwlad yn creu tipyn o 'fwrlwm' - Michael Tooby, Athro Celf a Dylunio, Ysgol Celf a Dylunio Caerfaddon, Uwch Gymrawd Ymchwil 2014-15, Prifysgol Henry Moore, MT Independent Curatorial Projects Cardiff

Mae gan Gaerdydd gyfle i gyfleu darlun newydd o'i hun i gynulleidfa genedlaethol a rhyngwladol a gweithio tuag at ei huchelgais o fod yn enwog am ei diwylliant a'i chelfyddydau gweledol ac elwa o'r buddiannau cymdeithasol ac economaidd cysylltiedig. Eleni, mae celfyddydau gweledol Caerdydd wedi cael sylw ar newyddion cenedlaethol y BBC ddwywaith ac yn y New York Times, The Guardian a The Independent. Mae hyn yn torri tir newydd i'r celfyddydau gweledol yng Nghaerdydd/ Cymru ar y lefel hon. Rydyn ni'n optimistaidd o ran yr hyn y gallwn ei gyflawni gyda'n gilydd drwy hyrwyddo diwylliant celfyddydau gweledol ffyniannus Caerdydd, a'r effeithiau economaidd a chymdeithasol dilynol.

Cultural Exchange & International Dialogues
Cyfnewidfa Ddiwylliannol a Sgyrsiau Rhyngwladol

32 countries from across the world were represented within the 33 commissions and partner activities of Cardiff Contemporary 2014. Artists applied for commissions from a further 10 countries, and downloaded application forms from a further 20. 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.

'I didn't know much about Cardiff or about Wales before coming here. I was aware of some similarities with Scotland, which is where I have lived for the past 4 and half years, in terms of industrialisation and de-industrialisation, but what I knew was mostly about the valleys.

I think Cardiff is in a very interesting position, where the arts have the potential to play a crucial role in the making of the city. Glasgow is a different sort of city, bigger and therefore offering more spaces, further away from London and the rest of the UK. On the other hand I can feel something similar to the transformation that occurred over the past decades to Glasgow happening in Cardiff.

In Venice space is very precious. We are talking about a small island with a big international art scene, that despite the biennale and despite a number of local foundations and organisations (bevilaqua la masa e.g.) doesn't leave much to local artists (young or old). Venice is a window city, to exhibit work; Cardiff is a workshop city, to make it, to try out what is possible.'

Artist in Residence Daniele Sambo, born in Venice and currently based in Glasgow

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 2014. 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.

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Countries Represented in Cardiff Contemporary Programme

Wales	Serbia
England	Portugal
Scotland	Israel
Austria	Croatia
Germany	Netherlands
Italy	Australia
Brazil	Pakistan
New Zealand	Slovenia
Spain	USA
Russia	Peru
Iceland	Poland
Ireland	Lithuania
Canada	Norway
Argentina	China
South Africa	Sweden
Romania	Denmark

10

Additional countries artists applied from

Algeria	Vietnam
Iran	Macedonia
South Korea	Philippines
Japan	Thailand
Czech Republic	Switzerland

20

Additional countries artists downloaded application from

France	United Arab Emirates
India	Guam
Egypt	Tunisia
Finland	Turkey
Greece	Colombia
Taiwan	Hong Kong
Austria	Hungary
Mexico	Bermuda
Ukraine	Belgium
Montenegro	Bangladesh

Cynrychiolwyd 32 o wledydd o bedwar ban byd gan y 33 o gomisiynau a gweithgareddau partneriaid Caerdydd Gyfoes 2014. Cyflwynwyd ceisiadau am gomisiynau o 10 gwlad arall, a chafodd ffurflenni cais eu lawrlwytho mewn 20 o wledydd eraill. Fel menter, mae Caerdydd Gyfoes yn Gymreig ei naws, ond mae hefyd yn edrych tuag allan - gan anelu at adeiladu proffil rhyngwladol a diwylliannol cysylltiedig a fydd yn helpu i gyfleu darlun newydd o Gaerdydd i gynulleidfa ryngwladol a denu mwy o ymwelwyr â'r ddinas, ac â Chymru.

'Doeddwn i ddim yn gwybod llawer am Gaerdydd a Chymru cyn dod yma. Roeddwn i'n gwybod bod Cymru'n eithaf tebyg i'r Alban, lle rydw i wedi bod yn byw ers 4 blynedd a hanner, o ran diwydianeiddio a dad-ddiwydianeiddio, ond roedd yr hyn roeddwn i'n ei wybod yn bennaf am y Cymoedd.

Mae Caerdydd mewn sefyllfa ddiddorol iawn lle mae gan y celfyddydau'r potensial i chwarae rôl allweddol yn y gwaith o lunio'r ddinas. Mae Glasgow yn ddinas wahanol. Mae'n fwy o faint ac felly mae mwy o le, ac mae'n bellach i ffwrdd o Lundain a gweddill y DU. Ar y llaw arall, rwy'n teimlo bod yna debygrwydd rhwng trawsnewidiad Glasgow dros y degawdau diwethaf a'r hyn sy'n digwydd yng Nghaerdydd.

Mae gofod yn werthfawr iawn yn Fenis. Mae'n ynys fechan â sîn gelf ryngwladol, ac er bod y biennale a nifer o sefydliadau lleol (bevilaqua la masa, er enghraifft) yn bodoli, does dim llawer o le ar gyfer artistiaid lleol (hen ac ifanc). Mae Fenis yn ffenestr i arddangos gwaith; mae Caerdydd yn weithdy sy'n creu gwaith, sy'n ceisio canfod yr hyn sy'n bosibl.'

Daniele Sambo, Artist Preswyl a aned yn Fenis ac sy'n byw yn Glasgow ar hyn o bryd

I greu etifeddiaeth o dwf hirdymor a chynaliadwyedd yn sector diwylliannol Caerdydd, rydyn ni am adeiladu ar y sgyrsiau a sefydlwyd gan Caerdydd Gyfoes yn 2014. Un o'r cyfleoedd pennaf, sydd hefyd yn her, yw ymchwilio a datblygu partneriaethau a phrojectau rhyngwladol, gan sicrhau bod artistiaid, orielau a churaduron rhyngwladol yn dod yn ymwybodol o ddinas Caerdydd ac yn rhannu eu gwaith â chynulleidfaoedd yma yng Nghymru. Mae hyn yn unol â'r adborth a gawsom gan y cyhoedd a nodau ac amcanion ehangach Caerdydd Gyfoes i gyfleu darlun cadarnhaol newydd o Gaerdydd fel dinas fyd-eang, arloesol a datblygiadol o ran y celfydyddau a diwylliant.

32

Gwledydd a gynrychiolwyd yn rhaglen Caerdydd Gyfoes

Cymru	Serbia
Lloegr	Portiwgal
Yr Alban	Israel
Awstria	Croatia
Yr Almaen	Yr Iseldiroedd
Yr Eidal	Awstralia
Brasil	Pacistan
Seland Newydd	Slofenia
Sbaen	UDA
Rwsia	Periw
Gwlad yr Iâ	Gwlad Pwyl
Iwerddon	Lithwania
Canada	Norwy
Yr Ariannin	Tsieina
De Affrica	Sweden
Rwmania	Denmarc

10

Gwledydd eraill y cyflwynwyd cais ohonynt

Algeria	Fietnam
Iran	Macedonia
De Corea	Ynysoedd Philippines
Japan	Gwlad Thai
Y Weriniaeth Tsiec	Y Swistir

20

Gwledydd eraill y lawrlwythodd artistiaid geisiadau ohonynt

Ffrainc	Yr Emeraethau Arabaidd Unedig
India	Guam
Yr Aifft	Tiwnisia
Y Ffindir	Twrci
Gwlad Groeg	Colombia
Taiwan	Hong Kong
Awstria	Hwngari
Mecsico	Bermuda
Yr Wcráin	Gwlad Belg
Montenegro	Bangladesh

Partnerships
Partneriaethau

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 practice 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, Ffotogallery, Outcasting: Fourth Wall, EMP Projects and Goat Major Projects.

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, The Cardiff Story, 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 Arriva Trains Wales, Morgan Cultural Quarter (Oscar Clarke), Mansford, Savilles, Millennium Stadium, Cardiff Metropolitan School of Art and Design, Cardiff University School of Architecture, Visit Wales, Queens Arcade, SD2, Cardiff Bus, The Hoteliers Association, The Design Circle, Elfen, Network Rail, South Wales Echo, Radio Cardiff, Cardiff Castle, Cardiff Sight Seeing Tours, South Wales Miners' Library and the Austrian Embassy. These relationships enabled the Cardiff Contemporary initiative to maximise public engagement and reach out to a significant variety of audiences in new and dynamic ways.

1

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 2014, 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.

Outcasting: Fourth Wall aims to take artists' moving image to a wider public through a number of different platforms, venues and opportunities both virtual and physical using traditional screenings, installations and site specific commissions.

EMP Projects and associates are an independent curating and commissioning agency, developing and brokering commissions with artists', architects, creative practitioners and communities to transform public spaces.

Goat Major Projects is an experimental project space which began with a programme of exhibitions and off site activity supporting emerging artists and curators. GMP sees its role as a facilitator of creativity more than presenter of activity.

1.Image courtesy/
Llun gan Mark James.

2. Carwyn Evans, UDO, g39. Image courtesy/Llun gan Dewi Tannat Lloyd.

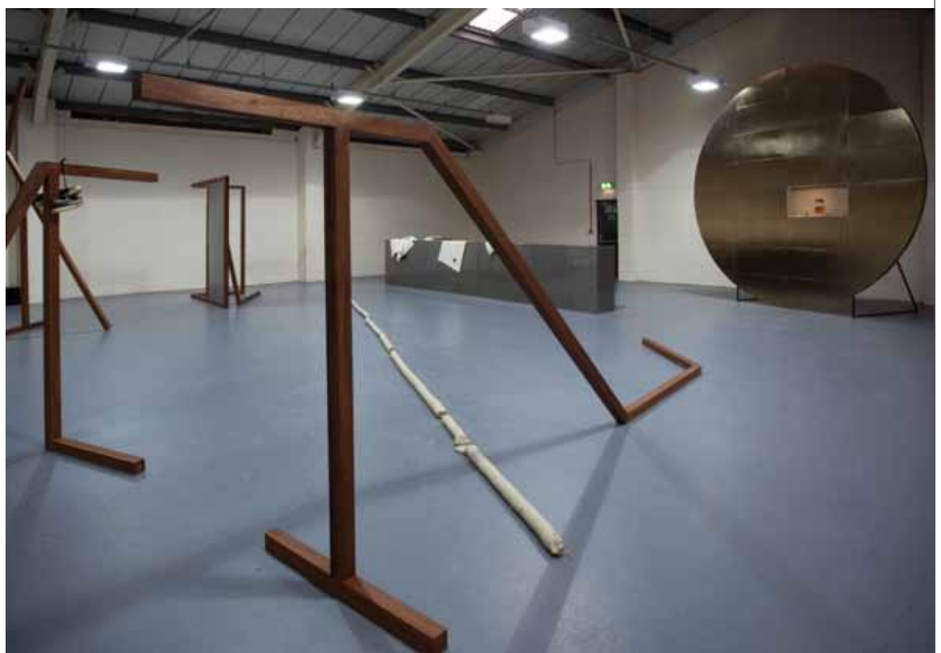
Un o'r canlyniadau mwyaf gwerthfawr a chynaliadwy o ddatblygu project mawr fel Caerdydd Gyfoes yw'r cyfle i sefydlu arferion cydweithio newydd ar draws sectorau, gan atgyfnerthu a datblygu partneriaethau newydd. Yn benodol, canolbwyntiodd menter Caerdydd Gyfoes ar hwyluso trefniadau cydweithio rhwng rhanddeiliaid lleol a chenedlaethol, y gymuned artistig a'r sectorau diwylliannol, addysgol, masnachol a llywodraethol.

Mae partneriaid celfyddydol allweddol y fenter yn cynnwys: Cyngor Celfyddydau Cymru, Artes Mundi, g39, Chapter, Ffotogallery, Outcasting: Fourth Wall, EMP Projects a Goat Major Associates.

Roedd cydweithio rhyng-adrannol cadarnhaol o fewn Cyngor Caerdydd yn allweddol i lwyddiant yr ŵyl. Cefnogwyd yr adrannau canlynol: Neuadd Dewi Sant, Castell Caerdydd, Stori Caerdydd, y Tîm Digwyddiadau, Cynllunio, Priffyrdd, Awdurdod yr Harbwr, Rheoleiddio, Rheoli Canol y Ddinas, Twristiaeth a Gwybodaeth, Datblygu Economaidd, Caerdydd Ddwyieithog, TG, y Cyfryngau a Chyfathrebu, Llais y Ddinas, y Weithrediaeth ac Aelodau.

Sefydlwyd partneriaethau gyda busnesau a sefydliadau lleol, gan gynnwys Trenau Arriva Cymru, Morgan Cultural Quarter (Oscar Clarke), Mansford, Savilles, Stadiwm y Mileniwm, Ysgol Celf a Dylunio Prifysgol Fetropolitan Caerdydd, Ysgol Bensaernïaeth Prifysgol Caerdydd, Croeso Cymru, Arcêd y Frenhines, SD2, Bws Caerdydd, Cymdeithas y Gwestywyr, The Design Circle, Elfen, Network Rail, South Wales Echo, Radio Cardiff, Castell Caerdydd, Cardiff Sight Seeing Tours, Llyfrgell Glowyr De Cymru a Llysgenhadaeth Awstria. Drwy'r perthnasau hyn, llwyddodd Caerdydd Gyfoes i ymgysylltu â'r cyhoedd ar raddfa fawr a chyrraedd amrywiaeth o gynulleidfaoedd mewn ffyrdd newydd a deinamig.

2



Cyngor Celfyddydau Cymru yw asiantaeth gyllido a datblygu Cymru ar gyfer y celfyddydau. Mae ganddynt weledigaeth o Gymru greadigol lle mae'r celfyddydau yn rhan annatod o fywyd y genedl. Cyd-ariannwyd Caerdydd Gyfoes 2014 gan Gyngor Celfyddydau Cymru drwy grant gŵyl sylweddol.

Mae **Artes Mundi** yn sefydliad celfyddydol rhyngwladol sy'n nodi, cydnabod a chefnogi artistiaid gweledol cyfoes sy'n ymgysylltu â'r cyflwr dynol, realaeth gymdeithasol a phrofiad bywyd. Mae Artes Mundi yn adnabyddus am ei harddangosfa a'i gwobr ryngwladol a ddyfernir bob dwy flynedd; gwobr gelf fwyaf y DU.

Mae **Chapter** yn ganolfan ddiwylliannol amlgyfrwng ac uchelgeisiol yng Nghaerdydd sy'n comisiynu, cynhyrchu a chyflwyno celf ryngwladol, perfformiadau a ffilmiau ochr yn ochr â gofod cymdeithasol bywiog.

Mae **g39** yn sefydliad deinamig a arweinir gan artistiaid ym maes celf gyfoes yng Nghymru. Mae'n oriel, yn gymuned ac yn adnodd. Mae'n ofod sy'n croesawu cynulleidfaoedd i ddod i weld detholiad o gelf gyfoes fwyaf cyffrous a pherthnasol Cymru.

Ffotogallery yw'r asiantaeth ddatblygu genedlaethol ar gyfer ffotograffiaeth a chyfryngau lens yng Nghymru.

Nod Outcasting: Fourth Wall yw cyflwyno darluniau symudol artistiaid i'r cyhoedd ehangach drwy nifer o lwyfannau, lleoliadau a chyfleoedd rhithwir a ffisegol gwahanol gan ddefnyddio sgriniau traddodiadol, gosodiadau a chomisiynau safle-benodol.

Mae **EMP Projects** & Associates yn asiantaeth guradu a chomisiynu annibynnol sy'n datblygu a brocera comisiynau gydag artistiaid, penseiri, ymarferwyr creadigol a chymunedau i drawsnewid gofod cyhoeddus.

Mae **Goat Major Projects** yn ofod project arbrofol a ddechreuodd gyda rhaglen o arddangosiadau a gweithgareddau oddi ar y safle i gefnogi artistiaid a churaduron sy'n dod i'r amlwg. Mae GMP yn ystyried ei hun yn sefydliad sy'n hwyluso creadigrwydd yn hytrach na chyflwyno gweithgareddau.

Public Engagement
Ymgysylltiad Cyhoeddus

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1

Cardiff Contemporary has provided us with the opportunity to place our work directly in front of audiences without them having to enter into a gallery situation

good cop bad cop
Cardiff Contemporary Artists

Due to the nature of this public facing project, audiences were achieved 24 hours a day, 7 days a week, and this allowed maximum engagement from non-targeted audiences, including commuters, residents, tourists and visitors to local businesses

Andrew Cooper
Cardiff Contemporary Artist

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.

Across the dates of October 3rd – November 9th 2014, Cardiff Contemporary generated an estimated audience of 45, 263 people at invigilated spaces, an estimated 720,180 people engaged with the thirteen commissions in the public realm and an additional 14,000 people visited partner exhibitions and events. The festival season as a whole generated estimated audience of 765, 443, however during the festival dates the city centre footfall was 4,520,000 and so potential public access far exceeds this number.

Cardiff Contemporary worked in partnership with the Criw Celf Cardiff programme, a new initiative for 2014/15 supported by the Arts Council of Wales offering school pupils and art & design staff access to training and workshops led by exhibiting artists and curators of note. One of Criw Celf Cardiff's key objectives is to develop a greater level of engagement among young people with the visual arts, encouraging greater participation and enjoyment of contemporary art practice. The programme runs all year and links with Cardiff Contemporary and other arts partners in the city to maximise the opportunities available for young people and teaching staff to experience contemporary art.

The Cardiff Contemporary initiative also worked in partnership with Communities First Officers, creating opportunities for young people from Communities First Areas to engage with the Cardiff Contemporary Artists in Residence, and exhibitions on Wood Street.

Cardiff Contemporary took art into the city's arts centres, 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 Roath, Canton, Butetown and Cardiff Bay. The Festival made use of the city as a space to experience art, from Central Station to the pages of South Wales Echo, engaging and celebrating the relationship between a city and its citizens.

1.Making Conversation at The 'Stute/Sgwrsio yn y 'Stute.

2. Children from the Riverside Adventure Playground visiting Artists at The 'Stute./ Plant o Gae Chwarae Antur Glan-yr-afon yn ymweld â'r Artistiaid yn y 'Stute.

Mae Caerdydd Gyfoes wedi rhoi'r cyfle i ni roi ein gwaith o flaen ein cynulleidfaoedd heb iddynt orfod mynd i mewn i oriel

good cop bad cop
Artist Cyfoes o Gaerdydd

Oherwydd natur y project cyhoeddus hwn, cawsom gyfle i apelio at gynulleidfaoedd 24 awr y dydd, 7 diwrnod yr wythnos, a sicrhaodd ymgysylltiad helaeth gan gynulleidfaoedd na chawsant eu targedu, gan gynnwys cymudwyr, trigolion lleol, twristiaid, ymwelwyr a busnesau lleol

Andrew Cooper
Artist Cyfoes o Gaerdydd

Mae'r pwyslais ar ymgysylltiad cyhoeddus yn ganolog i nodau Caerdydd Gyfoes, ac adlewyrchwyd hyn drwy ddatblygiad a darpariaeth yr ŵyl.

Rhwng 3 Hydref a 9 Tachwedd 2014, denodd Caerdydd Gyfoes gynulleidfa o tua 45, 263 i ofodau gwahanol, ymgysylltodd tua 720,180 o bobl â'r 13 o gomisiynau cyhoeddus, ac ymwelodd 14,000 o bobl eraill ag arddangosiadau a digwyddiadau partneriaid. I gyd, denodd Tymor yr ŵyl gynulleidfa fesuradwy o 776,000, ond yn ystod cyfnod yr ŵyl ymwelodd 4,520,000 o bobl â chanol y ddinas felly mae'n debyg bod y ffigur go iawn yn fwy o lawer na hyn.

"Roedd yr ŵyl yn llawn hwyl a'r ddinas yn llawn bywyd." - ymatebwr i'r arolwg Gweithiodd Caerdydd Gyfoes mewn partneriaeth â rhaglen Criw Celf Caerdydd, menter newydd ar gyfer 2014/15 a gefnogwyd gan Gyngor Celfyddydau Cymru, i roi mynediad i ddisgyblion a staff celf a dylunio i hyfforddiant a gweithdai dan arweiniad artistiaid a churaduron blaenllaw. Un o brif nodau Criw Celf Caerdydd yw annog mwy o bobl ifanc i ymgysylltu â'r celfyddydau gweledol, gan annog mwy o gyfranogiad a mwynhad o arferion celf gyfoes. Mae'r rhaglen yn rhedeg drwy gydol y flwyddyn ac yn cysylltu â Chaerdydd Gyfoes a phartneriaid celfyddydol eraill i wneud y mwyaf o'r cyfleoedd sydd ar gael i bobl ifanc a staff addysgu i brofi celf gyfoes.

Bu menter Caerdydd Gyfoes hefyd yn gweithio mewn partneriaeth â Swyddogion Cymunedau yn Gyntaf i greu cyfleoedd i bobl ifanc o Ardaloedd Cymunedau yn Gyntaf ymgysylltu ag Artistiaid Preswyl Caerdydd Gyfoes ac arddangosiadau ar Stryd Wood.

Aeth Caerdydd Gyfoes â gwaith celf i ganolfannau celfyddydol, orielau, amgueddfeydd a mannau eiconig y ddinas, yn ogystal â safleoedd cudd, anhysbys, gan ddatgelu'r ddinas mewn ffyrdd swynol a diddorol. Roedd gweithgarwch yr ŵyl yn canolbwyntio ar Ganol y Ddinas, ond cynhaliwyd gweithgareddau ychwanegol ledled y ddinas, gan gynnwys yn y Rhath, Treganna, Butetown a Bae Caerdydd. Defnyddiodd yr ŵyl y ddinas fel gofod i arddangos gwaith celf, o'r Orsaf Ganolog i dudalennau'r South Wales Echo, gan ymgysylltu a dathlu'r berthynas rhwng y ddinas a'i thrigolion.

2

Spaces & Buildings Transformed
Trawsnewid Gofod ac Adeiladau

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 transform existing and unused spaces and buildings into integral parts of the festival, as, for example exhibition spaces, residency studios and performance venues. In total 13 spaces were transformed:

Fel rhan o ymrwymiad Caerdydd Gyfoes i ymgysylltu cymaint â phosib â'r cyhoedd a dod â chelf i mewn i'r gofod cyhoeddus, un o agweddau allweddol yr ŵyl oedd i drawsnewid gofodau ac adeiladau segur yn rhannau annatod o'r ŵyl fel, er enghraifft, ardaloedd arddangos, stiwdios preswylfeydd a lleoliadau perfformiadau. Trawsnewidiwyd 13 o leoedd i gyd:

Artist Alex Rich working in the Pink Hut. Image courtesy Alex Vann/
Yr Artist Alex Rich yn gweithio yn y Cwt Pinc. Llun gan Alex Vann

The 'Stute
single unit former shop on Wood Street turned into festival hub & upstairs residency space.

hen siop 1 uned ar Stryd Wood a gafodd ei throi'n hyb ar gyfer yr ŵyl ac yn breswylfa i fyny'r grisiau.

Free Mountain
single unit former shop on Wood Street turned into social engagement, performance and workshop space.

hen siop 1 uned ar Stryd Wood a gafodd ei throi'n ofod ar gyfer ymgysylltu, perfformio a chynnal gweithdai.

Panopticon
double unit former restaurant on Wood Street turned into screening space for dynamic programme of moving image.

hen fwyty 2 uned ar Stryd Wood a gafodd ei droi'n ofod sgrinio ar gyfer rhaglen ddeinamig o ddarluniau symudol.

13 – 15
Morgan Arcade/ Arcêd Morgan
large three level shop space transformed by On Record, an experimental social and performance space.

gofod siop 3 lefel a drawsnewidiwyd gan On Record yn ofod cymdeithasol a pherfformio arbrofol.

Millennium Plaza/Plas y Mileniwm
large ground floor space in landmark location utilised for durational performance in Occupation.

gofod llawr daear mawr mewn lleoliad nodedig a ddefnyddiwyd ar gyfer perfformiad parhaus fel rhan o Occupation.

Barrack Lane/Lôn y Barics
empty shop unit transformed into public engagement and exhibition space.

siop wag a drawsnewidiwyd yn ofod ymgysylltu ac arddangos cyhoeddus.

Roath Park Pub/
Tafarn Parc y Rhath
failing pub reanimated as multi purpose space for madeinroath festival.

tafarn aflwyddiannus a drawsnewidiwyd yn ofod amlbwrpas ar gyfer gŵyl madeinroath.

Above Abacus (gallery on Wood Street)/Uwchben Abacus (oriel ar Stryd Wood) former bus drivers' canteen transformed into Nowhere Bar and Art Hotel performance and exhibition spaces.

hen ffreutur gyrwyr bysus a drawsnewidiwyd yn ofod perfformio ac arddangos Nowhere Bar a'r Gwesty Celf.

The historic Customs and Immigration Building/
Cafodd yr Adeilad Tollau a Mewnfudo hanesyddol
on Bute Street was turned into a multidisciplinary exhibition space and music venue for Paradise LOST by the tactileBOSCH collective.

ar Stryd Bute ei droi'n ofod arddangos amlddisgyblaeth ac yn lleoliad cerddoriaeth ar gyfer Paradise LOST gan gydweithfa tactileBOSCH.

Cory Chambers/
Cafodd Siambrau Cory
on Bute Street became a venue for immersive theatre with Ffotogallery's Bedazzled.

ar Stryd Bute eu troi'n theatr drochi gyda Bedazzled gan Ffotogallery.

The Pink Hut/
Cafodd y Bwthyn Pinc
in Cardiff Bay became artist Alex's Rich's residency space as part of Flour and Water.

ym Mae Caerdydd ei droi'n breswylfa gan yr artist Alex's Rich's fel rhan o Flour and Water.

Tourist Information Centre/
Cafodd mynedfa wydr y Ganolfan Croeso
glass entranceway utilised as public engagement spaces as part of CIVIC.

ei defnyddio fel gofod i ymgysylltu â'r cyhoedd fel rhan o CIVIC.

Cardiff Story spaces/
Cafodd gofod yn Stori Caerdydd
turned into library and exhibition as part of CIVIC

ei droi'n llyfrgell ac arddangosfa fel rhan o CIVIC.

Residencies & Commissions
Preswylfeydd a Chomisiynau

As part of the Cardiff Contemporary 2014 festival three artist residencies and 33 artist commissions were awarded from over 160 applications from around the world.

Fel rhan o ŵyl Caerdydd Gyfoes 2014 dyfarnwyd 3 preswylfa a 33 o gomisiynau i artistiaid o blith dros 160 o geisiadau a gafwyd o bedwar ban byd.

Residencies/Preswylfeydd
Artists Daniele Sambo, Ian Watson and Simon Fenoulhet were commissioned as Artists in Residence for Cardiff Contemporary 2014 to develop artworks in response to the theme of Reveal/Conceal and explore the forgotten spaces, places and stories of Cardiff.

Comisiynwyd yr artistiaid Daniele Sambo, Ian Watson a Simon Fenoulhet fel Artistiaid Preswyl Caerdydd Gyfoes 2014 i ddatblygu gweithiau celf mewn ymateb i'r thema Datgelu/Celu ac i archwilio lleoedd a straeon cudd Caerdydd.

Daniele Sambo
Venetian artist Daniele Sambo collaborated with residents and small businesses to explore and reclaim the city's unused and forgotten urban spaces. Creating connections with local residents he connected up back yards to make large communal spaces, for the benefit of all.

Cydweithiodd yr artist Daniele Sambo, sydd o Fenis, gyda phreswylwyr a busnesau bach i grwydro ac adfer mannau segur yn y ddinas. Gan greu cysylltiadau â thrigolion lleol, cysylltodd ierdydd cefn i greu mannau cymunedol mawr er budd pawb.

Ian Watson
Ian Watson investigated local urban legends and half remembered stories to create a parallel future within the city. Cardiff's familiar architecture and highways have become subsumed by nature, governed by the asbestos Tarantula and the monkey jockey who once rode a dog through the streets, freed by a circus flooding. Once mysterious visitors, these animals now thrive in the city, free of human intervention and control…

Ymchwiliodd Ian Watson i chwedlau trefol lleol a hanner cofio straeon eraill i greu dyfodol paralel yn y ddinas. Mae pensaernïaeth a phriffyrdd adnabyddus Caerdydd wedi'u gorchfygu gan fyd natur. Mae'r ddinas yn cael ei llywodraethu gan y Tarantwla asbestos a'r joci-fwnci a fu'n carlamu ar hyd y strydoedd ar ôl cael ei ryddhau gan lifogydd mewn syrcas. Gynt yn ymwelwyr dirgel, mae'r anifeiliaid hyn bellach yn ffynnu yn y ddinas, yn rhydd rhag ymyrraeth a rheolaeth ddynol…

Simon Fenoulhet
Cardiff based artist Simon Fenoulhet went underneath the city of Cardiff to find out what lies beneath our streets, exploring tunnels, basements, cellars, caverns, crypts, night clubs and bunkers.

'Cardiff has always felt like a City that has a lot of unrealised potential as far as the visual arts is concerned. What has been lacking is a framework of support within which to frame the city's creative talents. Cardiff Contemporary is providing that framework by putting in place funding and organisational support to realise artists' ambitions.

This year's event has been a real blockbuster with so many shows, happenings, installations and performances that it has created a real sense of critical mass. It has demonstrated that Cardiff's cultural ambitions are a match for any other major European city, especially when Cardiff Contemporary is seen alongside Artes Mundi. If I have one plea, it would be 'don't stop now', as this year's event has been an improvement over the previous one and I fully expect it to go from strength to strength.' – Simon Fenoulhet, artist

Crwydrodd Simon Fenoulhet, sy'n byw yng Nghaerdydd, o dan y ddinas i ddarganfod yr hyn sy'n cuddio o dan ein strydoedd, gan anturio mewn twnneli, seleri, ceudyllau, cryptau, clybiau nos a llochesi.

'Mae Caerdydd bob amser wedi teimlo fel Dinas sydd heb wireddu ei photensial o ran y celfyddydau gweledol. Hyd yma, nid oes fframwaith wedi'i sefydlu i gefnogi talentau creadigol y ddinas. Mae Caerdydd Gyfoes yn cynnig y fframwaith hwnnw drwy gyllid a chymorth sefydliadol i wireddu uchelgeisiau artistiaid.

Mae'r digwyddiad eleni wedi bod yn llwyddiant ysgubol gyda chynifer o sioeau, digwyddiadau, gosodiadau a pherfformiadau. Mae wedi creu ymdeimlad torfol iawn. Mae wedi dangos bod dyheadau diwylliannol y ddinas gystal ag unrhyw ddinas Ewropeaidd arall, yn arbennig wrth edrych ar yr ŵyl law yn llaw ag Artes Mundi. Erfyniaf arnoch i beidio â rhoi'r gorau iddi nawr. Roedd yr ŵyl eleni yn welliant ar y llynedd ac rwy'n disgwyl iddi fynd o nerth i nerth.' – Simon Fenoulhet, artist

Richard Huw Morgan, performance at On Record. Image courtesy Noel Dacey / Richard Huw Morgan, perfformiad yn On Record. Llun gan Noel Dacey.

The 'Stute (Festival Hub)

The 'Stute was Cardiff Contemporary's festival hub and institute, an echo of the Miners' Institutes that once stood at the centre of almost every large mining community in South Wales. The 'Stute was a gallery, a meeting place, an information point and a reading room. Situated on Wood Street, close to Cardiff train and bus station, The 'Stute was clearly visible to visitors and locals, and this positioning of the festival hub encouraged new and diverse audiences to experience the festival and engage with the visual arts.

The 'Stute hosted a series of events, activities and projects including the weekly Making Conversation, an opportunity for discourse around such topics as art and the community, artist networks and the future of the arts in Wales. Featured artists at The 'Stute included Jemima Brown and Nicky Wire.

"The 'Stute is the single most important thing to have happened in Cardiff in a very long time. It has mended a broken connection between the arts community and the wider public, who are full of ideas that they have no other place to discuss. Please keep it going."
– Emma G, Visitor Book Comment

Y Stiwt oedd hyb gŵyl Caerdydd Gyfoes. Mae'n atsain o Sefydliadau'r Glowyr a arferai fod wrth wraidd holl gymunedau glofaol mawr De Cymru. Roedd y Stiwt yn oriel, yn fan cyfarfod, yn bwynt gwybodaeth ac yn ystafell ddarllen. Roedd wedi'i leoli ar Stryd Wood, ger gorsaf drenau a bysus Caerdydd, mewn man amlwg i ymwelwyr a thrigolion lleol. Gwnaeth y lleoliad hwn helpu i annog cynulleidfaoedd newydd ac amrywiol i brofi'r ŵyl ac ymgysylltu â'r celfyddydau gweledol.

Cynhaliodd y Stiwt gyfres o ddigwyddiadau, gweithgareddau a phrojectau, gan gynnwys Creu Sgwrs, a oedd yn gyfle wythnosol i sgwrsio am bynciau fel celf a'r gymuned, rhwydweithiau artistiaid a dyfodol y celfyddydau yng Nghymru. Ymysg yr artistiaid a welwyd yn y Stiwt roedd Jemima Brown a Nicky Wire.

"Y Stiwt yw'r peth pwysicaf i ddigwydd yng Nghaerdydd ers tro byd. Mae wedi trwsio cysylltiad diffygiol rhwng y gymuned gelfyddydol a'r cyhoedd ehangach, sy'n llawn syniadau nad oes ganddynt unrhyw le i'w trafod. Daliwch ati."
– Emma G, Sylw yn y Llyfr Ymwelwyr

In Conversation/Sgwrs: Ryan Gander & Bedwyr Williams

In collaboration with g39, Cardiff Contemporary presented internationally renowned artists Ryan Gander and Bedwyr Williams in conversation. Ryan Gander and Bedwyr Williams are two of Britain's foremost proponents of contemporary conceptual art practice. Both Gander and Williams exhibit widely and internationally with Williams representing Wales in Venice at the International Art Exhibition, the Venice Biennale 2013.

Mewn cydweithrediad â g39, cyflwynodd Caerdydd Gyfoes sgwrs gyda'r artistiaid rhyngwladol Ryan Gander a Bedwyr Williams. Mae Ryan Gander a Bedwyr Williams yn ddau enw blaenllaw yn y maes celf gysyniadol gyfoes ym Mhrydain. Mae Gander a Williams yn arddangos eu gwaith yn rhyngwladol gyda Williams yn cynrychioli Cymru yn yr Arddangosfa Gelf Ryngwladol yn Fenis, Biennale Fenis 2013.

Cardiff Open Studios Weekend/ Penwythnos Stiwdios Agored Caerdydd

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 100 artists work, and an estimated audience of around 2,500 people attended.

Mae gan Gaerdydd stiwdios bywiog ac amrywiol sydd wedi'u lleoli ledled y ddinas - o artistiaid yn gweithio mewn stiwdios sengl i gydweithfeydd. Rhoddodd penwythnos Stiwdios Agored Caerdydd gyfle i'r cyhoedd weld y gofod lle mae dros 100 o artistiaid yn gweithio, ac achubwyd ar y cyfle hwn gan oddeutu 2,500 o bobl.

Peacecamp 2014
Jemima Brown

Peacecamp 2014 was from an ongoing series of figurative sculptures using found objects - thermos flasks, hurricane lamps and camping stoves - which celebrate the women who protested against the installation of nuclear weapons at Greenham Common air base in Berkshire.

Ffurfiwyd Peacecamp 2014 o gyfres barhaus o gerfluniau ffiguraidd yn defnyddio eitemau y daethpwyd o hyd iddynt - fflasgiau thermos, lampau a stofiau gwersyllfa - a oedd yn dathlu'r menywod a brotestiodd yn erbyn gosod arfau niwclear ar Greenham Common yn Berkshire.

'You wait for one, then three come all at once' Andrew Cooper

'You wait for one, then three come all at once' was an installation featuring a 'meteorite' which had struck a car outside Cardiff's iconic Millennium Stadium. It suggested that whilst we are more accustomed to deception in modern society we are, nevertheless, all vulnerable to doubt.

"This ambassadorial role that Cardiff Contemporary assisted in achieving is continued through exhibiting nationally and internationally in USA, Europe and Canada. In the following year set to exhibit in Toronto, Limerick & Basel, this continued vigorous development of my artistic practice is something that can be attributed to the legacy of Cardiff Contemporary on a worldwide stage." – Andrew Cooper, artist

Roedd 'You wait for one, then three come all at once' yn osodiad yn cynnwys 'gwibfaen' a darodd gar y tu allan i Stadiwm y Mileniwm Caerdydd. Roedd yn awgrymu bod pob un ohonom yn agored i amheuon, er ein bod yn fwy cyfarwydd â thwyll mewn cymdeithas fodern.

"Mae'r rôl genhadol hon a gyflawnwyd gan Caerdydd Gyfoes yn parhau. Rwyf wedi arddangos yn genedlaethol a rhyngwladol yn UDA, Ewrop a Chanada. Yn y flwyddyn nesaf byddaf yn arddangos yn Toronto, Limerick a Basel. Gellir priodoli datblygiad chwim fy arferion artistig i etifeddiaeth Caerdydd Gyfoes ar lefel fyd-eang."
– Andrew Cooper, artist

Reflections Towards a Well-tempered Environment
Alex Rich

g39 worked with artist and designer Alex Rich on a series of installations throughout the city that took inspiration from Cardiff's maritime legacy, from a shipping container placed on busy shopping precinct The Hayes to a Bird Hide overlooking Cardiff Bay.

Gweithiodd g39 gyda'r artist a'r dylunydd Alex Rich ar gyfres o osodiadau ledled y ddinas a gafodd ei hysbrydoli gan etifeddiaeth forol Caerdydd. Gwelwyd amryw weithiau, o gynhwysydd cludo mewn ardal siopa brysur yn yr Aes i Guddfan Adar yn edrych dros Fae Caerdydd.

C I V I C
Mission Gallery (offsite)/(oddi ar y safle)

CIVIC was an invitation to the public to interrogate the city and through workshops, talks and installations propose new ideas and interventions for Cardiff. Participating artists included Anna Barratt, Bella Kerr, JasonandBecky and Owen Griffiths.

Roedd CIVIC yn wahoddiad i'r cyhoedd holi'r ddinas a, thrwy weithdai, sgyrsiau a gosodiadau, gynnig syniadau newydd ac ymyriadau i Gaerdydd. Ymysg yr artistiaid a gymerodd ran roedd Anna Barratt, Bella Kerr, JasonandBecky ac Owen Griffiths.

Echo
Curated by/Gyda'r curadur Sean Edwards

Echo was a series of six solo exhibitions across the pages of the South Wales Echo. Each Friday over the six weeks of the festival, a single insertion appeared by artists who have a historic or contemporary relationship with Cardiff, transforming the local newspaper into a space to present newly commissioned art works. Featured artists were Melanie Counsell, James Richards, Laura Reeves, George Henry Longly, Joanne Masding and Richard Bevan.

"Projects that have taken place outside established arts venues have broadened the remit of visual art conversations in Cardiff. In particular, the Echo commissioning project challenged and pushed the boundaries of available platforms, instigating valuable opportunities to reach new audiences and question existing/available spaces for art within the city. As an early career producer/ curator myself, this was of particular interest, prompting me to consider alternative platforms/models for practice to exist. Prompting me to consider and challenge alternative platforms for practice to exist for future projects" – Jess Matthews, curator.

Roedd Echo yn gyfres o chwe arddangosfa unigol ar dudalennau'r South Wales Echo. Bob dydd Gwener dros chwe wythnos, gwelwyd un gosodiad gan artistiaid sydd â pherthynas hanesyddol neu gyfoes â Chaerdydd, gan drawsnewid y papur newydd lleol yn ofod i arddangos gwaith celf newydd. Yr artistiaid a gymerodd ran oedd Melanie Counsell, James Richards, Laura Reeves, George Henry Longly, Joanne Masding a Richard Bevan.

"Mae projectau a gynhaliwyd y tu allan i leoliadau celf sefydledig wedi ehangu cwmpas sgyrsiau am y celfyddydau gweledol yng Nghaerdydd. Yn benodol, gwnaeth project yr Echo herio a gwthio ffiniau'r llwyfannau sydd ar gael, gan greu cyfleoedd gwerthfawr i gyrraedd cynulleidfaoedd newydd a chwestiynu gofod sydd eisoes yn bodoli/ sydd ar gael ar gyfer celf yn y ddinas. Fel cyn-gynhyrchydd/curadur fy hun, roedd hyn o ddiddordeb arbennig. Cefais fy annog i ystyried llwyfannau/modelau amgen ar gyfer fy arferion. Cefais fy annog i ystyried a herio llwyfannau amgen ar gyfer arferion projectau'r dyfodol" - Jess Matthews, curadur.

In Place of Fear
Richard James & R. Seiliog

Musician/producer R. Seiliog (a.k.a.Robin Edwards) and musician/song-writer Richard James collaborated to produce Sonic Clock Tower, a series of seven sound pieces bringing together field recordings from the city and audio from Aneurin Bevan speeches. Cardiff Castle's Clock Tower rung with these sounds each day at 5pm throughout Cardiff Contemporary."**...standout for me was In Place of Fear which I think was remarkable and the type of event I would be blown away to experience in any major cultural city. On Record, Bob Gelsthorpe's show at Jacob's Market and Free Mountain were fantastic, while the festival also had hidden gems, like Sean Edwards' Echo and Sam Hasler's radio show, which were curious and unexpected and added real depth to the festival."**
– survey respondent.

Cydweithiodd y cerddor/cynhyrchydd R. Seiliog (neu Robin Edwards) a'r cerddor/ cyfansoddwr Richard James i gynhyrchu Sonic Clock Tower, cyfres o saith trac sain yn dwyn ynghyd recordiadau o'r ddinas a dyfyniadau o areithiau Aneurin Bevan. Canodd Tŵr Cloc Castell Caerdydd y synau hyn bob dydd am 5pm yn ystod Caerdydd Gyfoes. **"...roedd In Place of Fear yn arbennig o dda. Dyma'r math o ddigwyddiad fyddai wedi creu argraff arnaf mewn unrhyw ddinas ddiwylliannol fawr. Roedd On Record, sioe Bob Gelsthorpe ym Marchnad Jacob a Free Mountain yn wych, ac roedd ambell i ddigwyddiad bach arall, fel Echo gan Sean Edwards a sioe radio Sam Hasler, yn annisgwyl a difyr gan ychwanegu gwir ddyfnder at yr ŵyl."** - ymatebwr i'r arolwg.

Richard Woods

Inspired by the history of Cardiff Castle – and in particular referencing the momentous partnership between the 3rd Marquess of Bute and architect William Burges – Richard Woods worked within the grounds to create an unexpected and humorous installation which was a nod to the Castle's lavish and opulent interiors.

"Cardiff Contemporary has been invaluable in providing a focus for visual arts activity in the city. It enabled our working practices to expand from our formal gallery space which can be restrictive, and facilitated much more wide spread discussion and networking;

×
Simon Fenoulhet, Lesser Garth. Image courtesy the artist./Simon Fenoulhet, Garth Isaf. Llun gan yr artist.

strengthening existing partnerships in the city – and creating new." – Hannah Firth, Head of Visual Arts Chapter

Wedi'i ysbrydoli gan hanes Castell Caerdydd - ac yn arbennig y bartneriaeth lwyddiannus rhwng Trydydd Ardalydd Bute a'r pensaer William Burges - bu Richard Woods yn gweithio ar y tiroedd i greu gosodiad annisgwyl a digrif gyda golwg ar ystafelloedd mewnol moethus y Castell.

"Mae Caerdydd Gyfoes wedi bod yn amhrisiadwy o ran y ffocws a roddwyd i gelfyddydau gweledol y ddinas. Mae wedi ein galluogi i ehangu ein harferion gwaith o'n horiel ffurfiol, a all fod yn eithaf cyfyngedig, a hwyluso trafodaeth ehangach o lawer a llawer o rwydweithio; gan gryfhau partneriaethau sydd eisoes yn bodoli yn y ddinas - a chreu rhai newydd." – Hannah Firth, Pennaeth Celfyddydau Gweledol Chapter

× **Call Mum**
Dominic from/o Luton
Dominic from Luton has Call Mum written on his left hand every day in black biro. He describes it as 'an advert of love in the monotony of our daily lives.' For Cardiff Contemporary, Dominic from Luton shared this simple yet universal statement with the citizens and visitors to Cardiff via a bright red flag emblazoned with the words, raised on the battlement of Cardiff Castle. Commissioned by Locws International, Swansea.

Mae Dominic o Luton yn ysgrifennu Call Mum ar ei law chwith bob dydd mewn inc du. Mae'n disgrifio'r weithred fel 'arwydd o gariad yng nghanol diflastod ein bywydau bob dydd.' Fel rhan o Caerdydd Gyfoes, rhannodd Dominic y datganiad syml ond grymus hwn gyda dinasyddion ac ymwelwyr Caerdydd ar faner goch lachar ar fylchfuriau Castell Caerdydd. Comisiynwyd gan Locws International, Abertawe.

× **The Told and Untold Tour**
Sam Perry
The Told and Untold Tour was a weekly series of themed, artist-led mystery bus tours in Cardiff. Each weekend throughout October a selected artist, tannoy in hand, took participants on a journey through the city and its lesser-known points of intrigue. Featured artists were Sam Aldridge, Sean Edwards, Roger Lougher and Neil McNally. **"The public were at the centre of the project and I was extremely pleased with the public's presence at each tour, with large attendance rates and a wide variety of demographics attending."**
– Samuel Perry, Curator

Roedd The Told and Untold Tour yn gyfres o deithiau bws dirgel ar draws Caerdydd a arweiniwyd gan artistiaid. Bob penwythnos ym mis Hydref, aeth artist â grŵp o gyfranogwyr ar daith i ardaloedd diddorol, ond llai adnabyddus, o'r ddinas. Ymysg yr artistiaid a gymerodd ran roedd Sam Aldridge, Sean Edwards, Roger Lougher a Neil McNally. **"Y cyhoedd oedd wrth wraidd y project hwn ac roeddwn i wrth fy modd o weld cynifer yn cymryd rhan ym mhob taith, gyda chynulleidfaoedd mawr ac amrywiaeth fawr o ddemograffeg yn mynychu."**
– Samuel Perry, Curadur

× **Panopticon**
O:4W
Outcasting: Fourth Wall (O:4W) is the artists' moving image festival for Cardiff, Wales. The festival commissions new site specific work and has regular screenings around the city and beyond. For 2014 seven new commissions were presented in Panopticon, the dedicated Cardiff Contemporary screening space. Artists featured included David Blandy, Richard Bowers, Alison Crocetta, Barnaby Dicker & Thomas Goddard, Heloise Godfrey-Talbot, Laura Reeves and Alan Warburton.

Outcasting: Fourth Wall (O:4W) yw gŵyl darluniau symudol Caerdydd, Cymru. Mae'r ŵyl yn comisiynu gweithiau safle-benodol newydd, ac mae'n sgrinio gwaith yn rheolaidd ledled y ddinas a thu hwnt. Yn 2014 cyflwynwyd saith o gomisiynau newydd yn Panopticon, gofod sgrinio pwrpasol Caerdydd Gyfoes. Ymysg yr artistiaid a gymerodd ran roedd David Blandy, Richard Bowers, Alison Crocetta, Barnaby Dicker & Thomas Goddard, Heloise Godfrey-Talbot, Laura Reeves ac Alan Warburton.

× **One Minute Sculptures**
Erwin Wurm
One Minute Sculptures is the most celebrated work by the Austrian artist Erwin Wurm, in which he documented time-limited sculptures using the human body and everyday objects. A selection of these provocative, engaging and funny large-scale photographs questioning sculpture, consumerism and everyday behaviour, were exhibited outside Cardiff Central Station. Curated by Other Spaces.

One Minute Sculptures yw gwaith mwyaf llwyddiannus yr Awstriad Erwin Wurm. Mae'n dogfennu cerfluniau byrhoedlog gan ddefnyddio'r corff dynol ac eitemau bob dydd. Arddangoswyd detholiad o'r ffotograffau cellweirus, diddorol a doniol hyn y tu allan i Orsaf Caerdydd Canolog i gwestiynu cerfwaith, prynwriaeth ac ymddygiad beunyddiol. Cafodd y gwaith ei guradu gan Other Spaces.

× **Sculpture Trail**
Matt Cook
The works encountered on Matt Cook's Sculpture Trail ranged from life-size abstract figures overlooking the canal, to discreet works concealed in the surroundings. The sculptures used natural processes such as wind and water to create sounds and movements that mimicked those in the environment.

Roedd y gweithiau y daethpwyd ar eu traws ar Daith Cerfluniau Matt Cook yn amrywio o ffigurau mawr haniaethol yn edrych dros y gamlas i weithiau bach cudd yn y cyffiniau. Roedd y cerfluniau'n gwneud defnydd o brosesau naturiol fel y gwynt a dŵr i greu synau a symudiadau i efelychu'r amgylchedd.

× **Free Mountain**
Goat Major Projects
Free Mountain was a place to escape the rigours of the city, open to all as a place of relaxation, contemplation and community activity, with the mountain as a backdrop for a programme of activity in its foothills. Free Mountain offered a programme of over 20 free, drop in events including poetry, music and sound art and weekly artist's workshops. **"I fully support Cardiff Contemporary as, unlike similar festivals, it has a strong local identity and is more resonant of the values of the city as opposed to something dropped into an area. Home grown, it was a huge undertaking and the way the council trusted the artists to deliver was refreshing and produced some amazing results. I was proud to being involved as being an artist of Cardiff I want to see the city shine in the international cultural arena."** - Richard Higlett, Co-Founder of Goat Major Projects

Roedd Free Mountain yn ddihangfa o brysurdeb y ddinas, ar agor i bawb fel lle i ymlacio, myfyrio a chymdeithasu, gyda'r mynydd yn gefndir i raglen o weithgarwch. Cynhaliwyd dros 20 o ddigwyddiadau am ddim, gan gynnwys barddoniaeth, cerddoriaeth, celf sain a gweithdai wythnosol gydag artistiaid. **"Mae Caerdydd Gyfoes yn wych oherwydd, yn wahanol i wyliau tebyg, mae ganddi hunaniaeth leol gref ac mae'n adlewyrchu gwerthoedd y ddinas yng ngwir ystyr y gair. Roedd yn broject enfawr, ac roedd yn hyfryd gweld y cyngor yn rhoi ffydd yn yr artistiaid i gyflawni canlyniadau anhygoel. Roeddwn i'n falch o gymryd rhan oherwydd, fel artist o Gaerdydd, rydw i am weld y ddinas yn disgleirio ar y llwyfan diwylliannol rhyngwladol."** - Richard Higlett, Cyd-Sylfaenydd Goat Major Projects

× **The Beuys Pavilion**
Co-curated by Emma M Price of EMP Projects and Design Circle/Wedi'i gyd-guradu gan Emma M Price o EMP Projects a Design Circle.
The Beuys Pavilion was a white cube sculpture and functional engagement space located in the heart of the City Centre. This and a second space on Barrack Lane created a locus for public engagement, encouraging the exchange of ideas between artists, architects, designers and the wider public who were invited to participate in creating works that aimed to unfold and reveal a spatial framework for the city, through memory, response and emotional mapping.

Roedd The Beuys Pavilion yn giwb gwyn ac yn ofod ymgysylltu gweithredol yng nghalon Canol y Ddinas. Crëodd y gofod hwn, ac ail ofod ar Lôn y Barics, ganolbwynt ar gyfer ymgysylltu â'r cyhoedd, gan annog artistiaid, penseiri, dylunwyr a'r cyhoedd i gyfnewid syniadau. Gwahoddwyd y cyhoedd i greu gweithiau gyda'r nod o ddatgelu fframwaith gofodol ar gyfer y ddinas drwy atgofion, ymatebion a mapiau emosiynol.

× **Radio Nought**
Samuel Hasler
On this late night live radio programme, a lone voice rambled and droned through oddities, clichés and strange tales: an exploration through the twilight zone of Cardiff. Broadcast live, this voice transmitted from the far horizons of the unknown, stories of the near future and the distant past; adventures in which listeners lived through a million could-be nights in a thousand may-be cities. **"I've never known Cardiff to have such sustained activity of such a high level, and it adds to my confidence about living here and being based here as an artist. I'd like to thank everybody involved in the project for their hard work."**
– Samuel Hasler

Ar y rhaglen radio hon, ar ôl iddi nosi, clywyd llais yn parablu am ryfeddodau a'r rhyfedd: antur yng Nghaerdydd yng nghrombil y nos. Wedi'i ddarlledu'n fyw, atseiniodd y llais o'r gorwel pell gyda straeon am y dyfodol agos a'r gorffennol pell; anturiaethau yr oedd y gwrandawyr wedi byw trwyddynt ar filiynau o nosweithiau (efallai) ac mewn miloedd o ddinasoedd (o bosib). **"Dydw i erioed wedi gweld cymaint o weithgarwch o ansawdd yng Nghaerdydd o'r blaen. Mae'n fy ngwneud yn fwy hyderus i fyw yma fel artist. Hoffwn ddiolch i bawb a gymerodd ran yn y project am eu holl waith caled."** – Samuel Hasler

× **Births, Deaths and Shuffles**
madeinroath
The most significant events of our lives – our births, marriages and deaths – are recorded in the anonymous edifice of the Cardiff Registry Office. madeinroath artists Helen Clifford, Gail Howard and Becca Thomas translated this data through the medium of tap dance, communicating our key moments with the people of the city.**"We need more of this in our community"** Father Irving of St Martin's Church, a madeinroath tap dance venue.

Mae digwyddiadau pwysicaf ein bywydau - ein genedigaethau, ein priodasau a'n marwolaethau - oll yn cael eu cofnodi o fewn i furiau Swyddfa Gofrestru Caerdydd. Bu'r artistiaid Helen Clifford, Gail Howard a Becca Thomas o madeinroath yn cyfleu'r data hwn i bobl y ddinas drwy ddawnsio tap. **"Mae angen mwy o hyn yn ein cymuned"** - Y Tad Irving o Eglwys Sant Martin, un o leoliadau dawnsio tap madeinroath.

× **wishboat**
Sean Vicary & Stephen Knight
A giant floating paper boat was moored up outside the Venetian front of the Queens Arcade. Created using 3D augmented reality, it was navigated using a mobile device along the Glamorganshire Navigational Company canal that once flowed there. A stream of text messages were featured on the side of the boat, sent from people around the world via an app. Curated by Arcadecardiff

Cafodd cwch papur enfawr ei angori y tu allan i flaen Fenisaidd Arcêd y Frenhines. Wedi'i greu gan ddefnyddio realaeth 3D, cafodd ei lywio gyda dyfais symudol ar hyd llwybr camlas Cwmni Mordwyo Morgannwg a arferai lifo yno. Dangoswyd llif o negeseuon testun ar ochr y cwch, wedi'u hanfon gan bobl o bedwar ban byd drwy app. Cafodd ei guradu gan Arcadecardiff

× **Nowhere Bar**
S Mark Gubb & Gordon Dalton
Nowhere Bar, an artwork and a fully functioning dive bar, provided a social space for festival visitors along with hosting a selection of activities, including curator's talks, artist DJs and exhibitions.

Roedd y Nowhere Bar, a oedd yn waith celf yn ogystal ag yn far go iawn, yn cynnig gofod cymdeithasol i ymwelwyr â'r ŵyl ynghyd â detholiad o weithgareddau, gan gynnwys sgyrsiau gyda churaduron, DJs ac arddangosiadau.

× **A Giant, Whose Shoulders I Stand On**
Alan Goulbourne, Shaun James, Steven George Jones, Marega Palser, Steve Reinke, Sara Rees, James Richards. Curated by/Wedi'i guradu gan Bob Gelsthorpe
Observing and remembering acts of profound generosity and faith within creative circles, A Giant, Whose Shoulders I Stand On highlighted

the importance of artist-led activity and artist peer groups as the lifeblood of a city's art scene. Taking its title from a letter by Isaac Newton, Gelsthorpe invited four artists to select another artist each, in a curatorial relay.

Gan arsylwi a chofio gweithredoedd o garedigrwydd a ffydd o fewn cylchoedd creadigol, roedd A Giant, Whose Shoulders I Stand On yn dangos pwysigrwydd gweithgarwch a arweinir gan artistiaid a grwpiau cyfoedion i sîn gelf y ddinas. Cafodd y teitl ei gymryd o lythyr gan Isaac Newton, ac fel rhan o'r gwaith cafodd pedwar artist eu gwahodd gan Gelsthorpe i ddewis artist arall, mewn ras gyfnewid guradurol.

× ParadiseLost
tactileBOSCH
ParadiseLost united established and emerging artists in one of Cardiff's most iconic disused buildings, the Customs & Immigration Office. Painting, video, installation, sculpture, photography and performance responded to the unique setting in a fully immersive art experience organised by the tactileBOSCH collective in celebration of the memory of Kim Fielding.**"Paradise Lost down the bay, the best exhibition I've been to in years"** survey respondent.

Daeth ParadiseLost ynghyd ag artistiaid sefydledig ac artistiaid y dyfodol yn un o adeiladau segur mwyaf eiconig Caerdydd, Swyddfa Tollau a Mewnfudo. Ymatebodd peintiadau, gosodiadau, cerlfuniau, ffotograffau a pherfformiadau i'r lleoliad unigryw hwn mewn profiad celfyddydol hynod a drefnwyd gan gydweithfa tactileBOSCH i ddathlu bywyd Kim Fielding.**"Paradise Lost yn y bae - yr arddangosfa orau i mi ei gweld ers blynyddoedd"** - ymatebwr i'r arolwg.

× Hangover Lounge
Becca Thomas & Samuel Hasler
Hangover Lounge is a social artspace, a place to relax with music, newspapers and refreshments as well as specially curated art events to help you get your head around the week ahead. For Cardiff Contemporary Hangover Lounge hosted a special artist book exhibition and giveaway in collaboration with The 'Stute.

Mae'r Hangover Lounge yn ofod celf cymdeithasol, yn lle i ymlacio gyda cherddoriaeth, papurau newydd a lluniaeth yn ogystal â digwyddiadau celf i'ch helpu i ymdopi â'r wythnos sydd o'ch blaenau. Fel rhan o Caerdydd Gyfoes, cynhaliodd yr Hangover Lounge arddangosfa arbennig o lyfr artistiaid ar y cyd â'r Stiwt.

× On Record
Freya Dooley and/a Cinzia Mutigli
On Record celebrated vinyl and the pace, mood and painstaking editing process of the mixtape. On Record featured newly commissioned sound works and performances by artists who use analogue processes, including Anat Ben-David, Robert Bidder, Matt Cook, Stabbing Les, Richard Huw Morgan, Ian Watson and Jacob Whittaker. **"On Record was excellent!"** – survey respondent

Roedd On Record yn ddathliad o finyl a'r broses ddwys o olygu tâp cymysg. Arddangoswyd gweithiau a pherfformiadau sain newydd gan artistiaid sy'n defnyddio prosesau analog, gan gynnwys Anat Ben-David, Robert Bidder, Matt Cook, Stabbing Les, Richard Huw Morgan, Ian Watson a Jacob Whittaker. **"Roedd On Record yn arbennig o dda!"** - ymatebwr i'r arolwg

× Bedazzled – A Welshman in New York
Ffotogallery
Bedazzled celebrated the special relationship Dylan Thomas had with the United States and the enduring influence of his life and work on both sides of the Atlantic. In a series of live performances/installations, audience members were transported back to the 1950s world of bohemian New York where Dylan Thomas' charisma and lyrical use of language left all around him spellbound.

Roedd Bedazzled yn dathlu perthynas arbennig Dylan Thomas â'r Unol Daleithiau a'r dylanwad hirhoedlog a gafodd y wlad ar ei fywyd a'i waith ar ddwy ochr yr Iwerydd. Mewn cyfres o berfformiadau/gosodiadau byw, cafodd y gynulleidfa ei chludo yn ôl i Efrog Newydd fohemaidd y 1950au lle swynodd Dylan Thomas bawb o'i gwmpas gyda'i garisma a'i eiriau.

× Occupation
good cop bad cop
For Occupation, good cop bad cop asked us to imagine Cardiff as a vast film set – a city populated by extras and filmed by hundreds, thousands of cameras – surveillance, security, mobile phones and the film and TV industry. The back-story of this film was of a city under siege, and the protagonists of Occupation were not the main characters, but the Extras whose task it was to blend in to the background for purposes of authenticity.

Fel rhan o Occupation, gofynnodd good cop bad cop i ni ddychmygu Caerdydd fel set ffilm enfawr - dinas yn llawn actorion sy'n cael ei ffilmio gan gannoedd, miloedd o gamerâu - goruchwyliaeth, diogelwch, ffonau symudol a'r diwydiant ffilm a theledu. Roedd y ffilm yn ymdrin â dinas dan warchae. Nid y prif gymeriadau oedd yn bwysig, ond yr actorion hynny yn y cefndir; roedd yn rhaid iddynt asio i'w hamgylchiadau at ddibenion dilysrwydd.

× Empty Walls Project
Empty Walls Project brought colour, culture and vibrancy to the city of Cardiff by creating an outdoor gallery of public murals inspired by the theme of Welsh & British Folk. Over 20 artists participated, travelling in from Germany, Italy, Uruguay, & Spain, as well as London, Bristol and Cardiff.

Daeth Project Empty Walls â lliw, diwylliant a bwrlwm i ddinas Caerdydd gydag oriel awyr agored o furluniau cyhoeddus wedi'u hysbrydoli gan Chwedlau Cymru a Phrydain. Cymerodd dros 20 o artistiaid ran yn y gwaith, gan deithio o'r Almaen, yr Eidal, Uruguay a Sbaen, yn ogystal â Llundain, Bryste a Chaerdydd.

× 'Watermark'
Johana Hartwig
Watermark was a city centre intervention highlighting Cardiff's historical canal system. In the Nineteenth Century, canals and feeder canals ran through Cardiff carrying iron, steel and coal to the docks from the valleys. Today, Cardiff's canal system still runs silently below us, and Hartwig redrew part of the route of the Glamorganshire canal onto the city's pavements.

Roedd Watermark yn ymyriad yng nghanol y ddinas i dynnu sylw at system gamlesi hanesyddol Caerdydd. Yn y bedwaredd ganrif ar bymtheg, roedd camlesi mawr a bach yn llifo drwy Gaerdydd yn cludo haearn, dur a glo i'r dociau o'r cymoedd. Hyd heddiw, mae system gamlesi Caerdydd yn llifo'n dawel oddi tanom, ac ail-luniodd Hartwig ran o lwybr camlas Morgannwg ar balmentydd y ddinas.

× Art Hotel
Rebecca Wyn Kelly
Art Hotel specialised in holidays for makers and creators with facilities for the public which included vacant suites to create work, a cocktail bar, supper clubs, afternoon tea in the lobby and the opportunity to visit the artist's suites.

Roedd yr Art Hotel yn arbenigo mewn gwyliau i wneuthurwyr, gyda chyfleusterau i'r cyhoedd a oedd yn cynnwys ystafelloedd gwag i greu gwaith, bar coctêl, clybiau swper, te prynhawn yn y lolfa, a'r cyfle i ymweld ag ystafelloedd yr artistiaid.

×
Andrew Cooper, 'You wait for one, then three come all at once'. Image courtesy/ Llun gan Alex Vann

Employment Opportunities
Cyfleoedd Cyflogaeth

The development and delivery of Cardiff Contemporary Festival 2014 directly created and funded 24 new employment opportunities, for invigilators, co-ordinators, curators, assistant curators and technicians, supporting Cardiff's network of creative professionals.

Crëwyd ac ariannwyd 24 o gyfleoedd cyflogaeth newydd ar gyfer goruchwylwyr, cydlynwyr, curaduron, curaduron cynorthwyol a thechnegwyr gan y gwaith o ddatblygu a chyflwyno Gŵyl Caerdydd Gyfoes 2014, gan gefnogi rhwydwaith Caerdydd o weithwyr proffesiynol creadigol.

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Co-ordinators
Cydlynwyr

"...relocating back to Wales from Bristol, I had been unemployed for 3 months and was struggling to find any paid opportunities within the arts, which made me seriously consider a change in career as I couldn't sustain things much longer. [...] I was very fortunate to be offered the position of Volunteer Coordinator/Curatorial Assistant with O:4W and this allowed me to afford rent, pay off debts and to have my confidence back in working within the creative sector. In addition, I was given the opportunity to invigilate at The Stute - the festival hub, which allowed me to meet all the people involved in the festival, find out about the latest events and to welcome members of the public, which was a really enjoyable experience and confirmed how fortunate I am to live in such a creative and thriving city. It was everyone's 'can do' attitude, mucking in and collaborating together that really made the festival such a success in my opinion and by also creating a sustainable infrastructure, by paying invigilators a fair and decent wage, supporting artists and creative practitioners. It's becoming rarer in the arts to be paid fairly for work, so it was a refreshing and vital resource, and members of the public were very impressed that we were being paid (having been so used to volunteers working for free). –

"...ar ôl symud yn ôl i Gymru o Fryste, roeddwn i wedi bod yn ddi-waith ers 3 mis ac yn cael trafferthion wrth geisio dod o hyd i gyfleoedd cyflogedig ym maes y celfyddydau. Roeddwn i'n ystyried newid gyrfa. [...] Roeddwn i'n lwcus iawn o gael cynnig swydd Cydlynydd/Curadur Cynorthwyol Gwirfoddol gydag O:4W. Roeddwn i bellach yn gallu fforddio talu fy rhent a'm dyledion, ac fe fagais hyder i weithio yn y sector creadigol. At hynny, cefais gyfle i oruchwylio yn y Stiwt - hyb yr ŵyl - a roddodd y cyfle i mi gwrdd â phawb a oedd yn rhan o'r ŵyl, dysgu am y digwyddiadau diweddaraf a chroesawu'r cyhoedd, a oedd yn brofiad gwych. Sylwais pa mor lwcus ydw i o fyw mewn dinas mor greadigol a ffyniannus. Roedd pawb mor bositif ac yn gweithio gyda'i gilydd ac, yn fy marn i, dyma oedd sail llwyddiant yr ŵyl. Hefyd, crëwyd seilwaith cynaliadwy drwy roi tâl teg i oruchwylwyr i gefnogi artistiaid ac ymarferwyr creadigol. Mae cael tâl teg yn beth prin ym maes y celfyddydau, felly roedd hyn yn allweddol, a chrëwyd argraff dda ar y cyhoedd gan y ffaith ein bod ni'n cael ein talu (gan eu bod mor gyfarwydd â gwirfoddolwyr yn gweithio am ddim).

Lauren Jury
Cardiff Contemporary 2014 invigilator
Lauren Jury, Un o oruchwylwyr Caerdydd Gyfoes 2014

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Invigilators
Goruchwylwyr

"For someone in my position, recently graduated, applying for work in media and the arts, facing the challenges that come along with that, decisions made about where to live and work are fuelled by what seems viable. My fondness for Cardiff is already very well established, the question is that viability. The question in my mind as to whether to opt for an alternative of London or Bristol is fuelled by the availability of work. Organisations like g39 and festivals like Cardiff Contemporary counter that and give people in my position an opportunity to develop and further future employment opportunity, and a vested interest in the cultural development of Cardiff as a whole."

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Technicians
Technegwyr

"I bobl fel fi, sydd newydd raddio, sy'n edrych am waith ym maes y cyfryngau a'r celfyddydau ac sy'n wynebu'r heriau a ddaw drwy hynny, mae'r penderfyniadau rwy'n eu gwneud am le i fyw a gweithio yn cael eu llywio gan yr hyn sy'n realistig. Rwy'n dwlu ar Gaerdydd, ond rhaid gofyn a yw byw yma'n opsiwn realistig. Mae'r dewis rhwng Caerdydd neu rywle arall fel Llundain neu Fryste yn cael ei danio gan waith. Mae sefydliadau fel g39 a gwyliau fel Caerdydd Gyfoes yn rhoi hwb mawr i Gaerdydd, ac yn rhoi'r cyfle i bobl fel fi ddatblygu ac ehangu cyfleoedd cyflogaeth y dyfodol a datblygiad diwylliannol Caerdydd yn ei chyfanrwydd."

Luc Wise
Cardiff Contemporary 2014 invigilator
Un o oruchwylwyr Caerdydd Gyfoes 2014

Media
Y Cyfryngau

Cardiff Contemporary developed a variety of online and print marketing strategies to maximise public engagement, including the build of a dedicated festival website that acted as a portal for all Cardiff Contemporary activity, an active Twitter profile and Facebook page; a festival brochure and a festival supplement. The Cardiff Contemporary 2014 Festival attracted coverage from a variety of local press including: BBC Radio Wales: Good Morning Wales; BBC Wales; ITV Wales; Lonely Planet; Wired News; Luton Today; A-N; Buzz magazine; We Are Cardiff; Visit Wales; Made in Cardiff TV; Radio Cardiff; Cardiff Life –October & November; Penarth Times: October 30; Good Evening Wales; Heno S4C; Radio Cymru; Wales online; BBC News; Western Mail and Rex Features. 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. We conservatively estimate our editorial article reach to be 621,757 people, a further 153,465 through festival advertising, 430,476 people through online articles and 39,553 people through radio broadcasts. Our total media reach during the festival is an estimated 1,689,153 people.

Datblygodd Caerdydd Gyfoes amrywiaeth o strategaethau marchnata ar-lein ac ar bapur i ymgysylltu â chymaint o bobl â phosibl, gan gynnwys gwefan bwrpasol ar gyfer yr ŵyl a weithiodd fel porth ar gyfer holl weithgarwch Caerdydd Gyfoes, proffil Twitter a Facebook, llawlyfr yr ŵyl a bwletin newyddion. Cafodd Gŵyl Caerdydd Gyfoes 2014 sylw mawr yn y wasg leol, gan gynnwys: BBC Radio Wales: Good Morning Wales; BBC Wales; ITV Wales; Lonely Planet; Wired News; Luton Today; A-N; Buzz magazine; We Are Cardiff; Croeso Cymru; Made in Cardiff TV; Radio Cardiff; Cardiff Life – Hydref a Thachwedd; Penarth Times: 30 Hydref; Good Evening Wales; Heno S4C; Radio Cymru; Wales online; BBC News; Western Mail a Rex Features. Drwy ein hymgyrch farchnata, rhoddwyd hysbysebion yn Buzz, Frieze, Western Mail, CCQ, Llais y Ddinas a Galleries Magazine, a dosbarthwyd Bagiau Gŵyl Caerdydd Gyfoes i gynadleddau artistiaid ac amgueddfeydd yn ystod yr ŵyl. Rydyn ni'n amcangyfrif bod ein herthygl olygyddol wedi cyrraedd o leiaf 621,757 o bobl; 153,465 drwy hysbysebion yr ŵyl, 430,476 drwy erthyglau ar-lein a 39,553 o bobl drwy ddarllediadau radio. Rydyn ni'n amcangyfrif bod yr ŵyl wedi ymgysylltu â 1,689,153 o bobl i gyd drwy'r cyfryngau.

Legacy
Etifeddiaeth

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 visual arts in the next major phase of the city's development. It is Cardiff Contemporary's intention to maintain momentum and continue to invest in the city, encouraging and increasing participation in cultural activity by people from communities across Cardiff. To achieve this, the initiative is looking to cultivate an interim programme of activity, creating a legacy of long term growth and sustainability in the city's cultural sector. **'The development of a cultural, social and educational environment with art practice centre-stage, cannot be underestimated and through initiatives such as Cardiff Contemporary will continue this legacy. Importantly, the fostering of talent and the opportunity of both experienced and emerging artists working side by side brings an excitement and optimism to the city that I believe will encourage young artists and entrepreneurs to stay, contribute to, and build on the cultural capital and economy of Wales.'**
– Dr. Helen Sear, Artist representing Cymru yn Fenis/Wales in Venice 2015

Fel mae'r adroddiad hwn yn ei ddangos, mae gan y celfyddydau gweledol a diwylliant rôl allweddol i'w chwarae o ran gwneud ein dinas yn lle gwell i fyw a gweithio ynddo ac i ymweld ag ef. Dangoswyd hefyd fod y cyhoedd o blaid hyn. Gan adlewyrchu hyn, mae Cyngor Caerdydd yn ymrwymedig i flaenoriaethu'r celfyddydau gweledol yng ngham datblygu nesaf y ddinas. Bwriad Caerdydd Gyfoes yw cadw'r momentwm i fynd a parhau i fuddsoddi yn y ddinas, gan annog a chynyddu cyfranogiad mewn gweithgarwch diwylliannol gan bobl o gymunedau ledled Caerdydd. I wneud hyn, mae'r fenter am lunio rhaglen interim o weithgareddau, gan greu etifeddiaeth o dwf a chynaliadwyedd hirdymor yn sector diwylliannol y ddinas.
'Mae datblygu amgylchedd diwylliannol, cymdeithasol ac addysgol â'r celfyddydau'n ganolog iddo yn hollbwysig. Bydd mentrau fel Caerdydd Gyfoes yn parhau â'r etifeddiaeth hon. Mae meithrin talent a chreu cyfleoedd i artistiaid profiadol ac artistiaid sy'n dod i'r amlwg yn dod â chyffro a brwdfrydedd i'r ddinas a fydd, yn fy marn i, yn annog artistiaid ac entrepreneuriaid ifanc i aros yn, cyfrannu at a datblygu prifddinas diwylliant ac economi Cymru.' - Dr. Helen Sear, Artist yn cynrychioli Cymru yn Fenis 2015

Image courtesy/Llun gan Mark James.

Management and Steering Group
Grŵp Rheoli a Llywio

The Cardiff Contemporary initiative, festival and Steering Group is led by Ruth Cayford (Cardiff Council, Visual Arts Manager) and supported by Roger Hopwood (Cardiff Council, Arts Manager) and Jane Bailey (Cardiff Council, Senior Manager). Also sitting on the steering committee is Emma Geliot (O:4W, CCQ, Arts Consultant) Emma Price (EMP Projects) Richard Higlett (GMP, 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 (Director, g39) Anthony Shapland (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 2014 Festival, both structurally and less formally. The Steering Group was supported by Festival Co-ordinators Becca Thomas and Louise Hobson, working collectively with Cardiff Council, local partners and Cardiff's communities of artists, designers and architects.

Arweinir menter, gŵyl a Grŵp Llywio Caerdydd Gyfoes gan Ruth Cayford (Cyngor Caerdydd, Rheolwr y Celfyddydau Gweledol) ac fe'i cynorthwyir gan Roger Hopwood (Cyngor Caerdydd, Rheolwr y Celfyddydau) a Jane Bailey (Cyngor Caerdydd, Uwch Reolwr). Aelodau eraill y pwyllgor llywio yw Emma Geliot (O:4W, CCQ, Ymgynghorydd Celfyddydau) Emma Price (EMP Projects) Richard Higlett (GMP, Cardiff Open Studios) David Drake (Cyfarwyddwr, Ffotogallery) Mike Tooby (Ymgynghorydd llawrydd) Karen Mackinnon (Cyfarwyddwr, Artes Mundi) Hannah Firth (Pennaeth Celfyddydau Gweledol Chapter) Chris Brown (Cyfarwyddwr, g39) Anthony Shapland (Cyfarwyddwr, g39) Angela Dutton (Prifysgol Fetropolitan Caerdydd) a Louise Wright (ACW); roedd y pwyllgor yn rhan allweddol o'r gwaith o reoli a darparu Gŵyl Caerdydd Gyfoes 2014, yn strwythurol ac yn llai ffurfiol. Cefnogwyd y Grŵp Llywio gan Gydlynwyr yr ŵyl, Becca Thomas a Louise Hobson, gan gydweithio â Chyngor Caerdydd, partneriaid lleol a chymunedau o artistiaid, dylunwyr a phenseiri Caerdydd.

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CARDIFF CAERDYDD

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CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE: 2 APRIL 2015

CARDIFF INTERNATIONAL SPORTS STADIUM

Reason for Report

1. To provide Members with an update following the decision taken at Cabinet on 19 March 2015 to remove Cardiff International Sports Stadium from the leisure management procurement process on receipt of a detailed and satisfactory business plan for the Stadium from Cardiff and Vale College.

Background

2. Cardiff International Sports Stadium (CISS) is located in Leckwith, Cardiff. The stadium includes fully certified international track and field facilities, a fitness suite, AstroTurf pitches, meeting rooms and offices. The stadium has a capacity of 4,953 – 2,555 of which is seated.

3. Cardiff Council is currently undertaking a procurement exercise for ten of it's leisure facilities. The procurement is split into four 'Lots', with Lot 1 comprising of 7 facilities and the remaining Lots as stand-alone facilities. At the time of going out to the market, CISS was one of these stand-alone facilities (Lot 4).

Economy & Culture Scrutiny Committee Task & Finish Inquiry

4. Members of this Committee considered the procurement exercise for leisure facilities via a Task and Finish Inquiry – Alternative Operating Models in Leisure and Cultural Venues. At a meeting in November 2014 it was explained to Members that the rationale behind the separate, individual facility Lots was:

- to encourage participation by smaller/more specialised operators for the specific facilities;
- to reflect possible alternative solutions which may be more appropriate for operation of these facilities
- to enable a simpler approach to balancing the competing pressures if addition of any of these facilities might limit the ability to achieve a zero subsidy position.

5. Members were also informed that the Council reserved the right to add or remove sites throughout the procurement and during the lifetime of the contract. This would allow the Council to remove a facility from the procurement process should circumstances change in relation to that particular facility.

6. Following this meeting, Members wrote to Cllr Bradbury (Cabinet Member - Community Development, Co-operatives & Social Enterprise) to welcome this approach:

   "We welcome the approach that has been taken within the Leisure Facilities procurement, with four separate Lots available for bidders and feel it is clear that officers have put considerable thought into this Lot allocation. We feel the three single facility Lots will provide the opportunity for smaller operators/ organisations to participate in the procurement, which would not been possible had the Council gone with fewer, larger Lots, while at the same time retaining a more substantial Lot that will be attractive to larger organisations."

2015/16 Budget and 19 March 2015 Cabinet Paper

7. The 2015/16 Budget contains a £305,00 saving against Cardiff International Sport Centre, with this saving listed separately from the £435,000 against the procurement process to determine a new operating model for a Council leisure centres.

8. A paper was taken to the 19 March Cabinet meeting seeking approval to remove the Cardiff International Sports Stadium from the Council's wider procurement process for leisure facilities and lease the Stadium and grounds to Cardiff and Vale College. This paper is attached at **Appendix A**.

9. The Cabinet paper identifies that the Council has received a proposal from Cardiff and Vale College (CAVC) to take CISS on a 30 year lease from the end of June 2015. CAVC would enhance the facilities and manage it for community and student use. This proposal also includes the sub-letting of the sports facilities to The House of Sport.

10. The basis of the proposal is as follows (further detail can be found in **Appendix A, Paragraph 3**):

- The Council would issue a 30 year lease to the College with peppercorn rent that could be subject to review
- Any surpluses retained within the operation would be re-invested into CISS.
- The College would govern via a Sub-Committee of its Finance and Estates Committee, on to which the Council and House of Sport would be co-opted into membership. There would be a wider stakeholder group, which would represent the interests of user organisations and involve bodies such as Cardiff Athletics Club, Welsh Athletics and the Sports Council for Wales.
- The House of Sport would take a sub-lease on the sports facilities from the College. Sub-leases would be assigned to Welsh Athletics and Cardiff Athletics Club as core tenants of the building and grounds.
- The College would take on a full repairing lease from the Council for the stadium and grounds (excluding track)
- The College would replace the artificial pitch, potentially add a further artificial pitch, and a further sports hall would be constructed at the House of Sport.
- The College would redesign the internal accommodation of the grandstand to create sports education and sports medicine services, and operate Higher Education courses from the site in sport fitness.

- The Council would pay the capital cost of replacing the track at an estimated cost of circa £500,000 as a one-off payment, which would be required in three to four years' time. The track replacement would be to recreational standard. Any additional cost to upgrade the track to elite level would have to be secured by the College from external sources. Beyond this initial payment, there would be no funding provided by the Council towards meeting the costs of track replacement in the future.

11. The Cabinet paper identifies that it is hoped the College would take over the operation of the facility from 1 July 2015 with a view to operating at an optimum financial level by September 2015 when students would be on site and when the new artificial pitch had been installed. Further detail on timings can be found in **Appendix A, Paragraphs 5 – 7**.

12. The detailed financial implications of the proposal in respect of CISS will not be known until a full business plan is received and reviewed. However the Cabinet paper indicates that the deliverability of the £305,000 savings is considered to be achievable and that any further savings realised in 2015/16 would help to offset additional income targets set for the Sport, Leisure and Culture Directorate.

13. At the 19 March 2015 Cabinet meeting it was agreed:

- that on submission of a final, detailed and satisfactory business plan from Cardiff and Vale College to remove the Cardiff International Sports Stadium from the leisure management procurement process
- to delegate authority to the Director of Sport, Leisure and Culture to negotiate the lease and any ancillary documentation to Cardiff and Vale College, in conjunction with the Cabinet Member for Community Development, Co-operatives and Social Enterprise, the Cabinet Member for Corporate Services and Performance and the Section 151 Officer
- that the arrangement between the Council and Cardiff and Vale College should be predicated on public access to the facilities being guaranteed for the future and the Council being able to monitor and influence its success.

Way Forward

14. Councillor Peter Bradbury (Cabinet Member for Community Development, Co-operatives and Social Enterprise) will be joined by Chris Hespe (Director – Sport, Leisure and Culture), Mark Roberts (Deputy Principal – Cardiff and Vale College) and Steve Borley (House of Sport) to provide Members with an overview of the lease of Cardiff International Sports Stadium to the Cardiff and Vale College and the future plans for the Stadium. Matt Newman (Chief Executive, Welsh Athletics) has also been invited to give his perspective on the decision.

15. Members of the Committee will have the opportunity to provide comments, observations, identify priorities and form recommendations to the Cabinet for consideration.

Legal Implications

16. 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

17. 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

18. 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.

Marie Rosenthal
County Clerk and Monitoring Officer
27 March 2015

CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

CABINET MEETING: 19 MARCH 2015

CARDIFF INTERNATIONAL SPORTS STADIUM

REPORT OF DIRECTOR OF SPORT, LEISURE AND CULTURE

AGENDA ITEM:4

PORTFOLIO: COMMUNITY DEVELOPMENT, CO-OPERATIVES AND SOCIAL ENTERPRISE (COUNCILLOR PETER BRADBURY)

Appendix 2 is not for publication as it contains exempt information of the description in paragraph 16 of Part 4 of Schedule 12A of the Local Government Act 1972

Reason for this Report

1. To seek Cabinet approval to remove the Cardiff International Sports Stadium from the Council's wider procurement process for leisure facilities and lease the Stadium and grounds to Cardiff and Vale College, which would sub-let the sports facilities to the House of Sport Limited. The agreement to issue a lease would be dependent upon the Council receiving a satisfactory final business plan from the College. A draft has been received and a summary is appended to this report. The College, allied with the House of Sport, would invest in the facilities, add new ones and take a full repairing lease on the facilities and premises, with the exception of the track.

Background

2. Currently, the Cardiff International Sports Stadium (CISS) is one of 10 Council-run leisure facilities within the leisure management procurement process. Pre-Qualifying Questionnaire returns have been made by a number of organisations interested in managing the stadium, which has been promoted to the market as a separate 'lot' to the other facilities, in order to afford the Council the opportunity to remove it from the procurement process should there be a desire to do so. In light of Council officers having previously identified potential local interest in CISS, there is a saving against CISS in 2015/16 of £305,000.

3. A proposal has been received by Cardiff and Vale College to take CISS on a 30 year lease from the end of June 2015, enhance the facilities there and to manage it for community and student use. Sports facilities on the site would be sub-let to The House of Sport (a 50/50 joint venture company between Benjaya Assets of Malaysia and Borley Engineering

Ltd). Council officers have had a number of discussions with both the College and the House of Sport, and clarity is emerging on the core principles of the proposal. The basis of the proposal is as follows:

- The Council would issue a 30 year lease to the College with peppercorn rent that could be reviewed should significant new financial investment over and above the initial planned development be pledged to be made into the premises and grounds in the future.
- Any surpluses retained within the operation would be re-invested into CISS.
- The College would govern via a Sub-Committee of its Finance and Estates Committee, on to which the Council and House of Sport would be co-opted into membership. There would be a wider stakeholder group, which would represent the interests of user organisations and involve bodies such as Cardiff Athletics Club, Welsh Athletics and the Sports Council for Wales.
- The House of Sport would take a sub-lease on the sports facilities from the College. Sub-leases would be assigned to Welsh Athletics and Cardiff Athletics Club as core tenants of the building and grounds.
- The College would take on a full repairing lease from the Council for the stadium and grounds, although the full repairing element of the lease would exclude the track.
- The College would replace the artificial pitch, potentially add a further artificial pitch, and a further sports hall would be constructed at the House of Sport.
- The College would redesign the internal accommodation of the grandstand to create sports education and sports medicine services, and operate Higher Education courses from the site in sport fitness.
- The complex would be recognised as the 'Leckwith Sport and Education Campus'.
- The Council would pay the capital cost of replacing the track at an estimated cost of circa £500,000 as a one-off payment, which would be required in three to four years' time. The track replacement would be to recreational standard. Any additional cost to upgrade the track to elite level would have to be secured by the College from external sources. Beyond this initial payment, there would be no funding provided by the Council towards meeting the costs of track replacement in the future.

Issues

Business Plan

4. A draft business plan has been submitted by the College, which is a background document to this report. A short summary of the business plan features as Appendix 1 to this report.

Timing

5. If CISS is to be removed from the procurement process, it would be preferable for this to be done as soon as possible to avoid wasted effort

and costs for the other organisations involved in the leisure portfolio procurement. If CISS is not removed from the procurement process, then there will not be a saving in 2015/16 and the Authority's budgetary plans will be £305,000 short. If CISS is removed from the procurement process, then the Council would not be able to 're-enter' it to that process in the future.

6. An agreement to lease would need to be agreed by 31 March 2015, which would include a licence for the College to occupy the premises, with view to the lease being signed by the end of June 2015, transfer of staff at the end of June and the College taking over the operation of the facility from the Council on 1 July 2015.

7. The College believes that its business case would not enable the Stadium to operate at the required and optimum financial level until September 2015, when students would be on site and when the new artificial pitch could be in place. Also, as April, May and June are busy times for Athletics and there are already forward bookings for this period, the Council would continue to manage and finance the Stadium and facilities until 1 July, when the College would take over the responsibilities. This would enable a smooth transfer and ensure that there was sufficient time for new operating processes to be put in place by the College, which through the access agreement, would be able to work alongside the Council in the first three months of operation in the 2015/16 financial year. Based on the first three month's operation of CISS in 2014/15, the Council`s financial commitment required for this period could be in the region of £150,000.

Track Replacement

8. The track at the CISS has to be replaced every 12 to 14 years or so at a cost of approximately £750,000 for an elite level track as at present, or approximately £500,000 for a recreational level track. The track will need to be replaced in approximately four years' time. It is proposed that the Council would pay for the track replacement when due in three or four years' time as a one-off payment and that this would be to recreational level. Thereafter, the Council would have no liability to pay for track replacement. Note that currently, there is no allocation within the Council's programme for track replacement, although it is worth noting that the Council would have to have made such provision anyway in the near future if the Stadium was to be kept by the Council.

Local Member Consultation

9. The views of Councillors Richard Cook, Elsmore and Patel have been sought and to date, there has been no negative view expressed.

Reason for Recommendations

10. The rationale for removing the Stadium from the leisure procurement process is strong in that it would enable continuity of operations within the locality, as the College and House of Sport have good track records

in Cardiff. The leisure procurement process cannot guarantee the level of savings that the lease arrangement promises, and is very unlikely to make the required level of savings in the financial year 2015/16. Also, the leisure procurement process cannot be guaranteed to attract the level of capital investment into new facilities on the site intended by the proposed arrangement. The arrangement would ensure that the Council made the financial saving against the Stadium.

Property Considerations

11. The fundamental reason for pursuing this transfer is to safeguard the public provision at the Cardiff International Sports Stadium. Whilst there will be a property transaction in the form of a 30 year lease to be granted to the Cardiff and Vale College at a peppercorn rent, the main benefit to the Council is that it would no longer have to meet the revenue expenditure. The market value and occupier demand for a unique leisure asset such as this is likely to be limited and the ability to generate commercial revenue is therefore restricted. Pursuant to the General Disposal Consent (Wales) 2003, the Council has power to dispose of land at an undervalue of up to two million pounds if it considers that the disposal is in the interests of the economic, social or environmental wellbeing of the local economy.

Financial Implications

12. The detailed financial implications of the proposal in respect of CISS will not be known until a full business plan is received and reviewed. The proposal is based on the Cardiff and Vale College entering into a 30 year lease with the Council and the sports facilities then being sublet to The House of Sport which is a 50/50 joint venture company between the Benjaya Assets of Malaysia and Borley Engineering Ltd.

13. The review of the full business plan will need to further set out the financial issues and risks attached to the proposal including the treatment of tax and VAT in particular. Discussions have commenced with the College to set out the Council's VAT position in respect of the facility and to understand how the College will manage any VAT liability.

14. As a result of these discussions the Council will also need to consider whether there are any VAT partial exemption calculation implications for the Council. A particular area of concern could be around the treatment of monies the Council contributes in respect of the replacement of the track on a recreational basis.

15. The review of the full business plan would include gaining further assurance that the financial investment in the Stadium that is referred to is deliverable. In addition, the review will need to undertake due diligence on the proposals set out in the business plan and the associated plans of those parties the College plans to sub-let to.

16. A key saving that has been identified is that of NDR. The College, as a registered charity, should qualify for 80% Mandatory Rate Relief whilst

they are in rateable occupation of the whole site, but if as proposed parts of the facility are sub-let to The House of Sport, then the rating assessment will need to be reviewed and it is possible that those parts let out will then become subject to their own rating assessments. If the tenants of these separate assessments are commercial organisations they will not be eligible for charitable rate relief. The NDR cost for the building is £224,000, therefore the resolution of this issue is a key point within the deliverability of the proposal.

17. The position set out in the following paragraphs therefore assumes that the initial high level proposal can be delivered and potential concerns in respect of VAT and NDR overcome. The net budget for CISS in 2014/15 is £538,000 and gross spend is £823,000, which includes £346,000 for facilities management and the £224,000 for NNDR. The Council's Budget for 2015/16 includes a requirement to make savings of £305,000 in 2015/16 against a net budget for the facility of £538,000. Even taking into account the requirement to meet the net costs of the first three months operation, which would be in the region of £150,000, the deliverability of the £305,000 savings is considered to be achievable. If any further savings is realised in 2015/16 then this would help to offset the additional income targets set for the Sport, Leisure and Culture Directorate for 2015/16 and provide some assurance that savings targets in that Directorate for the year could be achieved.

18. Clearly, it is possible that by continuing with CISS in the procurement process for the leisure centres, a nil subsidy position could be achieved at some stage in the future. However, the procurement is not at a sufficiently advanced stage to be assured that this is likely to occur. The Director considers that the procurement process would be unlikely to generate the level of capital investment into the site that this proposal suggests and also it cannot be assumed that the procurement process will result in contractors agreeing to full repairing leases.

19. The proposal is predicated on the Council providing a one-off payment to replace the existing track to a recreational level standard and an amount of circa £500,000 has been identified as a potential cost. As stated in the body of the report this amount is not currently included within the Capital Programme and further work should be done alongside the review of the full business plan to identify the best way to include this commitment in the medium term. The stadium currently has an asset value on the balance sheet based on the depreciated replacement costs which is historic cost net of depreciation and has been calculated in accordance with accounting guidelines. Prior to completing the review of the proposal, it may be necessary to engage professional valuation with expertise of stadia valuation as part of the best value consideration in respect of the proposal.

Legal Implications

20. There are a number of risks which the Council faces in respect of any decision, whether that decision is to:

- retain the facility in the procurement process;
- remove the facility from the procurement in order to accept the detailed proposal which develops the initial business case in support of the proposal.

Timing of decision

21. If CISS was removed from the procurement process, then it is better overall for this decision to be made as soon as possible. Equally, once removed it will not be possible to reinstate it into the procurement process. If the proposals are not developed into a final offer which is acceptable to the Council and meets the issues referred to below then the Council could end up having to undertake a further procurement with significantly increased risks of not achieving the required level of savings.

Further Legal Considerations

22. A number of legal matters have to be reviewed in respect of a proposal such as this. A paper has been prepared (Appendix 2) to deal with these issues, which is provided as an exempt, legally privileged advice note designed to assist in understanding the various risks.

HR Implications

23. Currently, there are 11.65 full time equivalents (14 people) who work at CISS. It is envisaged that the Transfer of Undertakings (Protection of Employment) TUPE would apply. The new organisation is currently reviewing whether they are likely to restructure following transfer. Full consultation will take place with Trade Unions and the affected staff regarding the transfer and the conditions of TUPE will be met by the Council.

RECOMMENDATIONS

The Cabinet is recommended to:

(a) agree that on submission of a final, detailed and satisfactory business plan from Cardiff and Vale College to remove the Cardiff International Sports Stadium from the leisure management procurement process

(b) delegate authority to the Director of Sport, Leisure and Culture to negotiate the lease and any ancillary documentation to Cardiff and Vale College, in conjunction with the Cabinet Member for Community Development, Co-operatives and Social Enterprise, the Cabinet Member for Corporate Services and Performance and the Section 151 Officer

(c) agree that the arrangement between the Council and Cardiff and Vale College should be predicated on public access to the facilities being guaranteed for the future and the Council being able to monitor and influence its success.

CHRIS HESPE
Director
13 March 2015

The following appendices are attached:

Appendix 1 - Executive Summary of Draft Business Plan
Appendix 2 - Legal Advice Note for Cabinet Members (Exempt)

Cardiff and Vale College
Coleg Caerdydd a'r Fro

Cardiff City
House of Sport

CARDIFF INTERNATIONAL SPORTS STADIUM

Proposal to operate and develop the CISS for public benefit and to establish a Sports Campus

CARDIFF INTERNATIONAL SPORTS STADIUM

PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

Executive Summary

Current position

The procurement Memorandum of Information stated that the Cardiff International Sports Stadium (CISS) currently requires a subsidy of £374k although the budget for 2014-15 shows a deficit of £538k. There is also a "hidden" cost relating to the refurbishment of the track of between £350k and £750k every 10 years.

Why does the CISS currently require a subsidy ?

The CISS is a "specialist asset" combined with primarily a "seasonal pattern" for core activity.

The simple economics of the current situation is that the current utilisation of the asset in terms of volume of income earning activity and/or the level (price) charged is insufficient to cover the fixed running costs of the asset.

Simply transferring the ownership or management of the asset will not change that.

Something different needs to be done to change the utilisation of the asset and hence the income generated to offset the fixed running costs.

The proposal

The operation of the CISS and the Sports Campus will be a joint venture between Cardiff and Vale College (CAVC) and Cardiff City House of Sport Limited (HOS). This will address the current funding deficit in two different ways, reflecting the skills, experience and contributions of the partners:

1. CAVC will relocate the teaching accommodation for their sports department to the refurbished interior of the stadium building.

   This will provide year round utilisation of the interior space to increase the sharing of running costs and generate additional rental income for the external facilities.

2. HOS will fund the installation of a new 3G pitch that will generate additional rental income from the demand for such facilities. They will also secure additional utilisation of the wider stadium facilities and possibly additional grant investment in further facilities, from securing the relocation of Cardiff City Football Club Academy and incorporating the management and promotion of the CISS with their existing arrangements for the House of Sport facilities next to the CISS.

   This will provide both year round utilisation of the external space that will generate additional rental income and also increase the sharing of running costs.

Both of these step changes in the utilisation of the CISS will require both partners to invest around £500k each to enable the above proposals to proceed.

Executive Summary

The Public Sector "safeguard"

It is proposed that the CISS will be leased and the staff (via TUPE) will transfer to Cardiff and Vale College (CAVC).

CAVC is a Further Education College, established by statute and an exempt charity. For the purposes of the Charity Commission it is regulated by the Welsh Government.

The Welsh Government provides around 80% of the College's funding and regulates the College via a Financial Memorandum and Terms and Conditions of funding.

The combination of these factors has established the following regulatory and operational framework on the College:

- It has no shareholders and cannot distribute any surpluses:
- It has a Governing Body, none of whom receive remuneration;
- The Governing Body include the City of Cardiff and Vale of Glamorgan Councils' Cabinet members for Education;
- It is required to have independent internal and external audit, prepare annual accounts and make them publically available;
- The Wales Audit Office have right of access;
- It is subject to the Welsh Language Act, Freedom of Information Act, Public Sector Equality Duty and other legislation and regulations relevant to public sector bodies;
- It has agreed an All Wales Further Education Contract of employment for staff with the Joint Trade Unions;
- It has a Union recognition agreement with UCU, Unison and ATL/Amie; and
- It is a Scheme Member of the Local Government Pension Scheme.

The Council will also be aware that the College successfully transferred the Adult Community Learning Provision, including the TUPE transfer of 110 Council staff, in January 2013. It has previously attended the Council's relevant Scrutiny Committee to enable them to monitor and review progress of that transfer.

The College is also in the process of agreeing the asset transfer from the College to the Council of its Trowbridge Road site as part of the development of the new Eastern High School.

It should also be noted that there is another model of a Welsh Further Education College owning and operating an athletics stadium with Coleg Cambria in Deeside.

Executive Summary

The importance of the Private Sector "partner"

As noted at the start of this paper, the "problem" that needs to be resolved to reduce the deficit that the CISS is operating at is under-utilisation of the asset.

To address this will require both:

- investment to ensure the facilities are attractive to users; and
- marketing and commercial expertise in maximising the utilisation of sporting assets.

The College already has a long term relationship with House of Sport through the hire of its two facilities on the site opposite the CISS. In a short period of time House of Sport has demonstrated its ability to set up and successfully market sporting facilities for the local community.

House of Sport have confirmed that they are willing to make a capital investment of around £500k in the CISS site to upgrade one of the outdoor pitches to a modern 3G standard as well as their own investment in a third sports hall at the House of Sport site.

The opportunity to combine the marketing and operation of the CISS and House of Sport facilities as a "Sports Campus" provides the necessary platform for dramatically increasing the utilisation of the CISS in a cost effective manner.

Governance and oversight

It is proposed that the College will establish a formal sub-committee of its Finance and Estates Committee to oversee the management and development of the CISS. We would propose to co-opt onto this committee a representative from:

- Cardiff City House of Sport Ltd
- City of Cardiff Council
- the Sports community (Sports Wales)

There will also be a Stakeholder Management Committee to oversee use/ utilisation of the facilities and include community representation as well as appropriate club and representative bodies.

This will include Welsh Athletics, Cardiff Athletic Club, Cardiff City Academy, Cardiff City Community Foundation, Cardiff and Vale College, House of Sport and other major user groups such as Canton RFC and Fitzalan High School as appropriate.

Executive Summary

Safeguarding the stadium asset

It is proposed that there will be a long term (30 years) peppercorn lease for the use of the stadium granted to the College. This lease will include covenants preventing both sale and change of use.

There will be an option to extend the lease beyond 30 years if CAVC and HoS bring forward a proposal for further significant investment in the facilities (for instance the establishment of a sports science centre with a partner University or the relocation of the Cardiff City Academy).

The lease will need to allow for sub-letting and retention of funds from such sub-letting to allow such income generated to offset the costs of the asset and for the existing sub-leases with Welsh Athletics and Cardiff Amateur Athletic Club to continue. A sub-lease will be granted to HoS by the College to allow it to manage and invest in developing the sports facilities.

There will be a requirement for the Council to fund the next refurbishment of the track due in 3 to 4 year's (cost of between £350k and £750k depending on the "standard" of the track). Thereafter the cost of track replacement will be the responsibility of CAVC and HoS that will need to raise these funds by charging users of the facilities.

The membership of the Governing Body management committee by a representative from the Council will provide additional oversight / transparency for the Council that the management and use of the stadium remains "for the public benefit".

Safeguarding staff

1. TUPE

Some £380k of the budgeted cost in 2014-15 is staffing. Many of these staff have long service and Council pay and terms and conditions including membership of the Local Government Pension Fund.

These staff will transfer to CAVC with their current terms and conditions after the appropriate TUPE consultation period with the staff and their union representatives.

We are currently reviewing with the Council which staff will be included in the TUPE transfer. There will be a need to consider how the existing job descriptions of those staff will fit with the nature of the job roles that will be required by the College and HoS, given the changes that will be needed to the operation of the stadium to deliver the £500k savings that are required.

It is hoped that as the College successfully "TUPE'd" some 110 Council staff with the ACL service in January 2013 this proposal will, during consultation, receive the support of staff and unions.

Executive Summary

Safeguarding staff (continued)

2. Pensions

   As CAVC is already a scheme member of the Cardiff and Vale LGPS scheme there will be no issues regarding this transfer as there were none with the ACL transfer.

   The actuary will though need to establish the funding transfer value within the scheme between the Council and CAVC – for-inter scheme transfers such as this the funding approach adopted with the ACL staff transfer was that the funding transfer was set at 100% so that CAVC does not inherit the scheme deficit/underfunding of the staff relating to their period of service with the Council

Date of transfer

The provisional date of transfer is 1 July 2015.

This allows time for the formal TUPE consultation with staff to be completed as well as the legal aspects of the transfer and due diligence.

This timing also allows for the bulk of the summer season School Sports days and the major Welsh Athletics Championships to be completed under the current management arrangements, allowing the new team time to shadow these events to develop their understanding of their specific requirements, rather than having to "hit the ground running".

It is also important to note that the only way that the proposals will be able to address the substantial deficit / subsidy situation is by making major investment in the facilities to generate new income streams and spread and share the fixed running costs.

These investments will take time as they require building and refurbishment work – during the busiest season for activity at the CISS – but until these are completed then no additional income will be generated.

For example – the College will not be able to use the income generated from the courses delivered at CISS until September 2015 when the students will be on site. Conversely, the College must be able to "fully operate" from 1 September – the first day of term.

HoS will also need to have the current pitch replaced with the new 3G before increased rental income will be forthcoming. Accordingly, the College will need a "licence to occupy" and a "license for works/alterations" from 1 April 2015 to commence those works.

This date of transfer is part of the arrangement for the Council to support the partners until they are able to deliver those cost sharing and income generation measures.

Financial forecasts

The following forecasts are for the first full year of operation once CAVC Sport is using the facilities and the new 3G pitch and HoS marketing of the facilities are operating. They are are based on the following assumptions:

- Not all Council staff in the 2014-15 CISS staffing budget will TUPE across as a result of held vacancies, internal transfers to other Council departments or through taking up appointment in new College roles based at the new campus;
- The past pension deficits derived during TUPE staff service will be fully funded on transfer and the contribution rate will not increase significantly;
- The lease will be a peppercorn rent;
- Increases in external income will arise from the investment in the 3G pitch and HoS lettings and marketing;
- CAVC Sport operates from the refurbished stadium allowing sharing of running costs;
- CAVC is able to obtain rate relief as the building will be used for educational purposes;
- CAVC will invest £550k of capital in the refurbishment of the stadium to create classrooms and install appropriate IT infrastructure;
- House of Sport will invest £500k of capital in the creation of a new 3G pitch;
- The Council will fund the next track refurbishment in 3 to 4 years' time – the partners will need to fund the next track replacement 10 to 12 years after that and so will need to generate income from fees charged for the use of the facilities to fund that replacement.

CARDIFF INTERNATIONAL SPORTS STADIUM

PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

	CAVC	HOS	
	£'000	£'000	Shared costs / recharges
Income			
FE Courses	1,078		
14-19 Courses	29		
HE Courses	167		
CISS External income (per 14-15 budget)	61	159	
Booking fees		17	
C&VC Hire of 3G		78	A
Academy		31	
Advertising		11	
	1,335	**296**	
Staff costs			
TUPE staff	168		
Staffing recharge	(136)	136	B
Teaching staff	582		
Support staff	131		
Management		21	
Premises costs			
Utilities etc	98	28	
HOS Hire of 3G	78		A
HOS 1 & 2 lease	158		
HOS letting agency fee	6		
Other costs			
Examination fees	47		
Recuritment / marketing	40		
Teaching materials	40		
Supplies & services	30	2	
Transport	20	1	
Depreciation / sinking fund			
Stadium (classroom) refurbishment	37		
IT	25		
3G pitch		37	
3G Loan interest		21	
Track sinking fund		10	
Total Costs	**1,324**	**256**	
Operating surplus / deficit	**11**	**40**	
Tax		6	
Loan Capital		26	
Net surplus / deficit		**8**	

CARDIFF INTERNATIONAL SPORTS STADIUM

PROPOSAL TO OPERATE AND DEVELOP THE CISS & ESTABLISH A SPORTS CAMPUS

Executive Summary - Indicative timescale

Date	**Action / task**	**Time scale to complete**
2 February 2015	CAVC Governing Body approve proposal	**Completed**
19 March 2015	Cabinet approval of proposal	Same day
After Cabinet approval	TUPE consultation commence	45 / 90 days (depends on Council's union agreement)
After Cabinet approval	Legal agreements and due diligence commences	
After Cabinet approval	Council commences discussions with current tenants (Welsh Athletics and Cardiff Athletic Club regarding transfer of their sub leases)	
By 1 April 2015	Council grants agreement to Lease	
By 1 April 2015	Council grant license to occupy and license for works	
From 1 April 2015	CAVC commences refurbishments works on stadium HoS commences installation of new 3G pitch	
1 July 2015	TUPE transfer and full lease occupation comes into force	
From 1 July 2015	HoS commence marketing and management of stadium and grounds facilities	
From 1 August 2015	Enrolment and open day events for CAVC sport	
1 September 2015	CAVC sport – first day of term and full operation of campus	

CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE: 2 APRIL 2015

CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 - 2020

Purpose of report

1. To update Members on current progress in developing a Cardiff Tourism Strategy and Action Plan Heritage Strategy which is to be taken to Cabinet on 2 April 2015. The Economy & Culture Scrutiny Committee previously considered an item on the Tourism Strategy at its meeting on 8 January 2015 and provided feedback to assist in the development of the Strategy, it was also requested that the Strategy was brought back to the Committee when it had been finalised.

Previous Scrutiny

2. At its meeting on 8 January 2015, Members were informed;

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

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

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

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

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

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

- Discussions are under way specifically with CADW to help foster greater engagement and cross promotion, as a partnership approach is to be at the heart of what is proposed
- The feasibility of a 'City Card' is being finalised and it is hoped to be piloted early in 2015/16 should it be found appropriate
- With regard to the Mansion House and City Hall, the Council is looking at ways of securing a sustainable model for the future of these

buildings and it is essential that the city is able to protect and conserve buildings of such historical importance.

Cardiff Tourism Strategy and Action Plan

5. The Cardiff Tourism Strategy and Action Plan: 2015 - 2020 (attached at **Appendix A**) outlines much of the information received by the Committee at its meeting on 8 January 2015. The report to Cabinet is also attached for Members information at **Appendix B**. Cardiff has established itself as a great venue for major sporting and cultural events, and these must continue to occupy the city's diary of visitor activity – however there also needs to be a shift of emphasis, as outlined in the Strategy and Action Plan. Much of the content of the presentation given by Professor Terry Stevens at the January meeting is summarised on page 11 – Summary of the Current Situation.

6. The main objectives of the Strategy and Action Plan are:

- Enhancing the appeal of the city for all visitors by greater differentiation in the offer, creating unique products and visitor experiences, encouraging longer stays
- Creating a fresh and innovative environment that will allow tourism investment and the hospitality and retail sectors to flourish
- Delivering innovation and creativity in everything we do associated with tourism and the visitor economy

7. The key outcomes to be achieved by 2020 are:

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

8. Key targets to be achieved by 2020 are identified on page 3 of the Strategy, these include:

- Establishment of the Destination Management and Marketing Organisation (DMMO) and a new structure by March 2015
- Agree Memorandums of Understanding with Welsh Government and other key stakeholders to deliver this action plan and program by Spring/Summer 2015
- Help secure £500m of new tourism investment for the city by 2020
- Increase the number of hotel and hostel bedrooms in 4 and 5 * properties by 1,500 by 2020
- Create 20 New VAT registered businesses in tourism per annum
- Creation of three signature events by 2018 working with the WG's Major Events Unit
- Creating a number of distinctive and unique Cardiff experiences based on an amalgam and fusion of heritage, culture and language

9. The Action Plan for the Tourism Strategy can be found on page 16 of **Appendix A**. This table identifies actions for the next five years and the organisations who will lead of these actions. The following will be of particular interest to the Committee given previous and future scrutiny work items:

- Establish an agreed positioning and branding for Cardiff and the region with a detailed marketing plan.
  [CCC, Region and Visit Wales (VW)/WG by April 2015]
- Agree and implement a City and region guest card.
  [CCC and Cardiff Business Council (CBC) with VW by June 2015]
- Create a series of Cardiff itineraries based on the city's Neighbourhoods and its themes to include: maritime heritage, art and architecture, local craft and design and shopping.
  [City centre management]

- Develop a specific initiative to convert leisure travellers and visitors into potential business tourists, especially during the Rugby World Cup and the Six Nations.
  [CCC]
- Establish and manage City Hall as dedicated conference venue supported by the Mansion House and Castle providing a unique Cardiff offer and a complement to the new Convention Centre in Celtic Manor and a market taster for the proposed new Centre in Cardiff .
  [CCC + CBC by August 2015 for marketing starting July 2015 supported by dedicated MICE team]
- Create a Summer long program of music and events in Oval Basin .
  [Bay partnership with WMC and HA and others starting July 2015]
- Establish at least three signature Cardiff events and festivals that will generate bed nights and times of low occupancy.
  [CBC to facilitate task groups for each with events introduced on a phased basis over next three years. These must be fully linked to and integrated with the VW emerging thinking on 'themed years'.]
- Development of maritime heritage related activities including a three city program involving Liverpool and Belfast with Cardiff.
  [Maritime Wales, MHT, CCC, other city councils, WG]

10. The Cardiff Tourism Strategy and Action Plan: 2015 – 2020 also gives a number of strategic and transformative projects and investments under consideration. These can be found on page 19 of the Strategy document. Again a number of these will be of interest to Members given previous and future scrutiny work items:

- **International Arena** - Large capacity, multi-purpose arena
- **International convention centre** - International standard conferencing and meetings centre
- **Contemporary Art Gallery with associated outdoor sculpture park** - Major world class art gallery for permanent and touring exhibits in Bay area

- **Restoration of The Coal Exchange and regeneration of Mount Stuart Square** - Potential hotel with restaurants, specialist retail and entertainment
- **Chapter Arts Centre** - £6m planned extension and modern art spaces
- **Completion of the International Sports Village** - Inject momentum for completion
- **Roald Dahl festival and attraction** - Work with RDFoundation, VW and others to create world class festival and potential for permanent attraction

Way Forward

11. The Leader, Councillor Bale will be joined by Economic Development and Tourism officers to provide Members with an overview of the Tourism & Heritage Strategy.

12. Members of the Committee will have the opportunity to provide comments, observations, identify priorities and form recommendations to the Cabinet for consideration.

Legal Implications

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

informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATION

15. 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.

Marie Rosenthal
County Clerk and Monitoring Officer
27th March 2015

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CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 – 2020

CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 – 2020

INCREASING COMPETITIVENESS THROUGH COLLABORATION

AIM

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

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

THE OBJECTIVES OF THIS PLAN

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

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

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

(a) the doubling of the value of overnight tourism in commercial accommodation in the city and the wider city region by 2020 to c£800m;

(b) growing the value of the day visitor economy by 50% by 2020 to c£1m;

(c) achieving a set of agreed targets (relating to job creation, business development, attracting, retaining and nurturing talent and cultural diversity.

The **key targets** for 2020:

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

CARDIFF – THE MOST IMPORTANT TOURISM DESTINATION IN WALES

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

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

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

THE CHALLENGE AHEAD

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

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

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

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

CONTEXT

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

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

Over the past 24 months there have been a number of strategic plans and studies produced for the City on aspects related to tourism and the visitor economy[1]. There is a strong desire to avoid duplication of effort and resources and to build upon the body of research and knowledge work that already exists.

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

BACKGROUND

- In 2014 the tourism strategy for the city of Cardiff[2] became redundant and a new strategy is required to give direction to tourism development in Cardiff over the next 5 years;
- The Welsh Government has recently published it's new strategy for tourism growth up to, and including, 2020[3]; this strategy prioritises the development of products, places and people;
- In March 2014, Welsh Government also announced that they would replace the existing Regional Tourism Partnerships (Capital Region Tourism), they will be replaced by stronger 'in-house' regional engagement;
- However, in January 2014, the existing regional tourism partnership for Cardiff and south east Wales published its new tourism strategy for the south east Wales 'Capital City Region'[4];
- The Welsh *Government* has established a task force to develop the concept of the *'Cardiff City Region',* a branding exercise is also about to be commissioned for the proposed city region; and, last year Welsh Government purchased Cardiff

[1] These include strategies about the new Enterprise Zone, Cardiff city centre and the arrival of the BBC, Cardiff's maritime heritage, contemporary art and design, visioning for Cardiff Bay as well as feasibility studies for a new arena and convention centres.
[2] "Capital Gains: The Tourism Strategy for Cardiff 2009 – 2014", produced by Blue Sail (May, 2009).
[3] "Partnerships for Growth", Welsh Government, (October, 2013).
[4] "South East Wales City Region Tourism Action Framework 2014 – 2020", RJSW Associates, (January, 2014).

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

- In October 2014 the City of Cardiff Council organised a Futures Conference and workshop to explore the vision for the city[5];
- The 2020 vision for the city will see an enhanced and elevated role for tourism as a driver of the economy and as a fundamentally important aspect of shaping the image of the city;
- Over the past few years there have been a number of important and ground-breaking studies[6] completed by the Council; these have all focused on determining those aspects of the city where there is particular scope to develop a unique tourism 'offer' and 'competitive positioning';
- The Council is now moving to the master planning phase for how many of these studies will be implemented over the next 10 years within the framework of the recently adopted 'Local Plan';
- International branding specialists, Heavenly, have also completed a review of the possible positioning for the city and Welsh Government has commissioned a branding study for the City Region[7];
- Alongside these studies the Council has invested in a number of benchmarking studies to shed light on the tourism performance of the city[8]; these allow the city to undertake relevant comparative analysis with its competitor set;
- In 2013, the Council instigated a new approach to the engagement of the private sector through the establishment of the '*Cardiff Business Council*'; this group leads the strategic promotion, marketing and competitive positioning of the city;

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

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

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

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

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[5] Launch event to take place on 30th October, 2014.
[6] For example: "A strategy for Contemporary Arts in the City" (2012), "A review of the Maritime heritage of the city" (2012), "A Vision for Cardiff Bay as a World Class Visitor Destination", (2013).
[7] Being undertaken by the Cardiff and Amsterdam based studio: Smorgasbord.
[8] Including for example: STEAM tourism statistics analysis and membership of the European Cities Marketing Group.

THE IMPORTANCE OF TOURISM

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

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

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

THE RISE OF CITY TOURISM

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

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

European Cities Marketing 2013[10].

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

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

[9] "*European Tourism 2013 and 2014: Trends and Prospects*", 2014, ETC.
[10] "The European Cities Marketing Benchmarking Report – 9th Edition", 2013, MODUL University Vienna for ECM.

CARDIFF – THE STRATEGY

(1) VOLUME AND VALUE

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

(2) KEY ISSUES

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

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

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

(3) KEY OPPORTUNITIES

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

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

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

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

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

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

- Reputation management
- Capacity building
- Product development

TABLE 2: KEY REQUIREMENTS FOR CARDIFF 2015 - 2020

DESTINATION DEVELOPMENT CRITERIA	OPPORTUNITIES
REPUTATION AND REPUTATION MANAGEMENT	• Working together to the same vision and agenda; • Development of ambitious brand and positioning as a capital city region for Wales (building upon NATO, international sporting events, diplomacy, universities, etc); • Establish strong, well-resourced, DMMO • Internationalisation and benchmarking
CAPACITY DEVELOPMENT	• Development of new generation of leaders • Invest in development of skills and expertise (international hotel school, learning journeys, etc.) • Stimulate cross discipline creativity and innovation in tourism sector
PRODUCT DEVELOPMENT	• Invest in market focused product development especially: accommodation, iconic attractors, music and food, maritime heritage, conferencing facilities • Develop signature events
SPECIAL ACTIONS	• Address air access • City region collaboration • Wider Severnside collaboration with Bristol • Create a 'pooled' investment fund

(4) SUMMARY OF THE CURRENT SITUATION

The UPS:

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

The DOWNS:

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

THE APPROACH - WHAT NEEDS TO BE DONE?

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

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

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

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

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

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

'HOT CITIES ARE COOL' - THE IMPERATIVE FOR ACTION

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

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

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

This action plan reflects these needs.

AN ACTION PLAN WITH STRATEGIC DIRECTION

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

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

LEADERSHIP AND COLLABORATION ARE ESSENTIAL

The successful delivery of this action plan will require:

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

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

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

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

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

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

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

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

KEY MARKET TRENDS

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

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

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

They are motivated by lifestyle trends and products:

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

They expect:

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

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

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

THE IMPACT OF THIS WILL MEAN

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

TABLE 3: THE ACTION PLAN AND ITS DELIVERY

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

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

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

STRATEGIC AND TRANSFORMATIVE PROJECTS AND INVESTMENTS

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

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

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

TABLE 4: THE STRATEGIC PROJECTS:

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

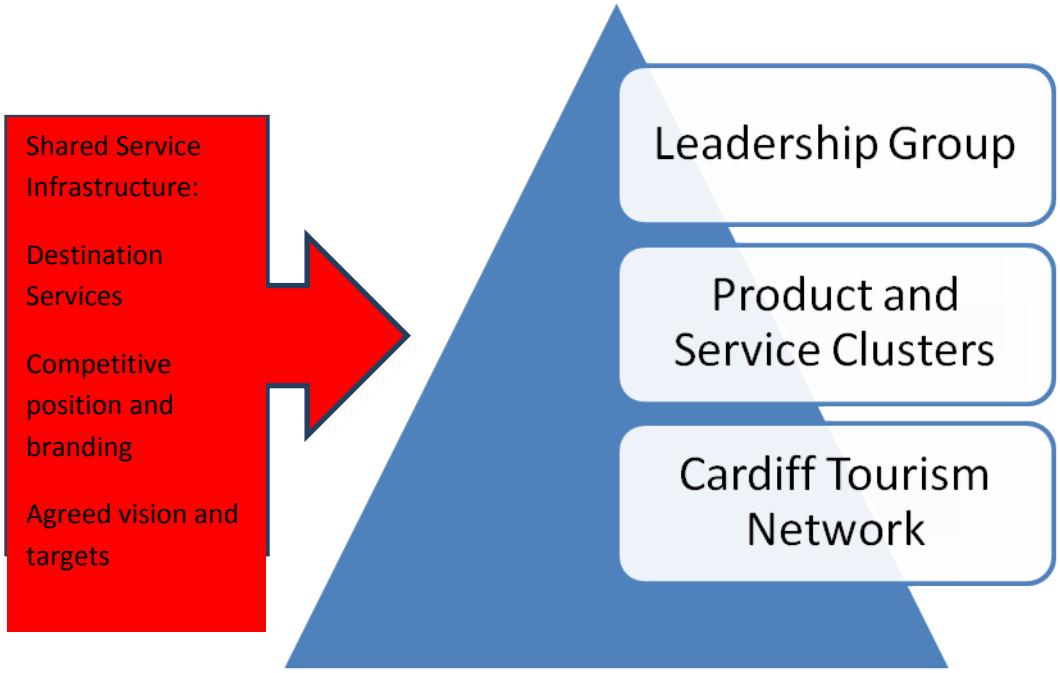
Art Gallery with associated outdoor sculpture park	for permanent and touring exhibits in Bay area	prior to business case
Welsh National History Museum (refurbishment	Major investment at St Fagans	Funding secured, project designed, work commenced, opening in 2017/18
World of Sports Hall of Fame and Welsh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

THE ORGANISATIONAL APPROACH

The delivery of these actions depends upon:

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

A recommended organisational approach is described below.



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

Service Clusters:

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

Product Clusters

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

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

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

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

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

Leadership Group

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

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

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

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

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CARDIFF COUNCIL
CYNGOR CAERDYDD

CABINET MEETING: 2 APRIL 2015

CARDIFF TOURISM STRATEGY AND ACTION PLAN

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT

AGENDA ITEM: 3

PORTFOLIO : LEADER

Reason for this Report

1. To approve the Cardiff Tourism Strategy for Cardiff.

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

Background

3. A new Tourism Strategy has been developed for Cardiff to support the development of the sector in the city. The aim of the strategy is to increase the economic impact of Tourism in Cardiff and ensure that the city can compete with leading UK destinations, as well as developing as the gateway destination for Wales as a whole.

4. Tourism is a vital part of the Welsh and Cardiff economy. The visitor economy in South East Wales is worth some £2bn to the region, with 50% from day visitors, and supports 31,000 FTE direct and indirect jobs. Cardiff generates a 50% share of tourism revenue in the region and 25% of all tourism revenues in Wales, and as a result it is the leading LA area in the Wales visitor economy.

5. In 2013 the visitor economy was worth £1.05bn to Cardiff's economy from 1.91m overnight trips and some 18m day visitors. Overnight tourists stayed for a total of 3.92m nights in the city and spending almost £400m. Tourism directly supports over 13,700 FTE jobs in the city.

6. Given the size of the sector, and the place based competition that exists between cities and other destinations it is important that Cardiff can get an understanding of its tourism offer, provide an analysis of its strengths and weaknesses, and outline how it can capitalise on opportunities and address threats to the sector through the development of a coherent Tourism Strategy.

7. The previous Tourism Strategy for Cardiff run until 2014, and a new strategy was required to provide direction to the development of the tourism sector. The new strategy must be prepared in the context of a changing environment of the organisation of tourism in Wales and in the Cardiff city region.

Issues

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

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

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

- Reputation and reputation management
- Capacity development
- Product development
- Special actions

10. The Action Plan has been informed by the work being undertaken by the Council to shape a vision for the future of the city and the master planning currently taking place to give spatial form to these ideas. This in turn has been influenced by the work of the Cardiff Capital Region working group, the Welsh Government's strategies for tourism and major events and the shared program of investment in infrastructure. As a result, the actions included complement and will support the longer term vision and development of the city and its region as a tourism destination.

11. The identified actions will, by 2020, look to achieve:

- A balanced year round profile of tourism activity especially the discretionary leisure:business ratio
- An increased range, quality and diversity of hotels and hostels in the city centre and in the bay
- A stronger cultural and urban adventure offer
- At least three established signature events
- More conferences and conventions suitable for the venues that exist in the city centre
- A highly skilled and professional hospitality workforce
- A strong destination management and marketing body within the Cardiff Business Council
- Making the existing tourism assets work harder to deliver more impact, especially: Cardiff Castle, Dr Who, Millennium Stadium tours, National Museums, the new marketing suite for the Cardiff Business Council, local neighbourhoods and the assets of the wider region
- A collection of unique signature Cardiff-based experiences and events / festivals
- A strong, collaborative approach to marketing and co-branding / positioning
- A new approach to research, monitoring and benchmarking.

12. The full Tourism Strategy and Action Plan is attached as Appendix A.

Reasons for Recommendations

13. To approve the Cardiff Tourism Strategy and Action Plan

<u>Legal Implications</u>

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

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

Financial Implications

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

RECOMMENDATIONS

The Cabinet is recommended to approve the Cardiff Tourism Strategy and Action Plan.

NEIL HANRATTY
DIRECTOR OF ECONOMIC DEVELOPMENT
2 April 2015

The following Appendices are attached

APPENDIX A: CARDIFF TOURISM STRATEGY AND ACTION PLAN

CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE: 2 APRIL 2015

IMPROVING SCRUTINY PROJECT

Purpose of Report

1. To advise Scrutiny Members of the progress made to date in delivering the Council's Improving Scrutiny Project, and to seek views on the timing and next steps to bring the Project to conclusion.

Background

2. In May 2014 the Cabinet agreed a Programme of Organisational Change which was designed to meet the challenges set out in the Welsh Local Government Association's 23 September 2013 Peer Review report on this Council. One of the five programmes of change within the overall Programme is "Improved Governance", and within this Programme is a Project described as "*Strengthen the Scrutiny Function*".

3. The Peer Review report was complimentary of Cardiff's Scrutiny Function, noting:

> *"The Team saw Scrutiny in action, and were impressed. There is indeed much other authorities can learn from the way Scrutiny is undertaken in Cardiff Council."*[1]

The Council's five Scrutiny Committee Chairs, however, were mindful of significant plans in place to transform the Council, the pace of development of alternative delivery models, the growth of collaborative service delivery and governance, the potential for local government reform in Wales, and the changes in Welsh Government and public expectations of public scrutiny evidenced

[1] http://www.wlga.gov.uk/wlga-peer-reviews-reports/cardiff-c-wlga-peer-review-report

through the 2011 Local Government Measure and subsequent Simpson Review. They therefore felt it appropriate to consider ways that scrutiny could adapt to stay ahead of the curve, in delivering effective non-Executive challenge to the Cabinet and the complex range of emerging executive delivery arrangements likely to stem from these changes.

4. The Chairs consequently agreed in August 2014 to spearhead a bid for Cardiff to be included in a UK-wide research programme then being developed by the Centre for Public Scrutiny (CfPS), which was designed to assess the role of scrutiny in supporting transformational change within local authorities at a time of change and austerity. The bid document was signed by the Council Leader and Chief Executive, and the Council was advised in September that it had been agreed for Cardiff to be one of nine case studies included in the research programme. This would see the CfPS' providing support to the '*Strengthen the Scrutiny Function*' Project.

5. The three key aims of the Project were identified as:

    a. To equip Cardiff's Scrutiny function to meet the current needs and anticipated future challenges facing the Council's Executive and non-Executive Members.
    b. To ensure that the Council's scrutiny structure enables Members to provide robust and effective overview and scrutiny that is relevant to the priorities of the organisation's Corporate Plan and operational challenges.
    c. To seek evidence to support recommendations for Members to agree any potential changes to current governance arrangements, as part of a wider major transformation of the City of Cardiff Council's services and structures.

6. The three key objectives of the Project were identified as:

    a. To take forward the learning from Cardiff's participation in the 2013 Wales Audit Office *Improving Scrutiny* Study, especially by using the 15 characteristics in the newly developed "Framework for Effective

Scrutiny in Wales" as a mechanism for self-evaluation of the quality of scrutiny in Cardiff, and the planning of future Scrutiny Work Programmes.

b. To assess and make recommendations on the structures and arrangements that will be most appropriate to manage the scrutiny of the Council's transformation in coming years. To consult upon politically and organisationally, and take proposals forward for inclusion in the Council's 2016/17 Budget proposals.

c. To address recommendations in the Local Government Measure (Wales) 2011, and subsequent recommendations in the Williams Review, to consider opportunities for improvement to current collaborative scrutiny arrangements with partners.

Progress to Date

7. Between November and January 2015, CfPS advised on the scope of the project and met the Scrutiny Chairs, Council Leader, Opposition Leaders, the Chief Executive and selected Directors, plus a small number of key external stakeholders to gather evidence.

8. Key elements of the Project Plan attached at **Appendix A** include:

   a. Desk research undertaken by the Scrutiny Research Team to benchmark Cardiff's current approach to scrutiny with that of other leading scrutiny authorities, and an analysis of leading practice in scrutiny practice in England and Wales;

   b. A workshop for Scrutiny Members to provide their views on a number of themes and issues connected with the Project;

   c. A Conference for Scrutiny Chairs and Members to engage with the Cabinet and political groups to gain consensus around a number of early key findings.

Issues for Member Consideration

9. The period leading up to the General Election may not be conducive to seeking to engage Members extensively in a Project of this importance and scale. The

Council is now moving towards its Annual Meeting in May. It is suggested that some of the outputs set out in the Project Plan might be more easily and effectively achieved if moved to the period following Annual Council. It will, however, be important to maintain focus on the Project delivery.

10. While officers will continue to work towards delivering these outputs within the original planned timescales, it will be helpful if Members could provide their views on the following potential revisions to the Project Plan. It is considered that the revised timescale set out below would still enable the Project to meet the aims and objectives set out in paragraphs five and six above:

    a. Joint Scrutiny Task and Finish Inquiry initiated in May 2015
    b. Desk Research completed in April.
    c. Project Workshop for Scrutiny Members to be arranged in early June
    d. Scrutiny Conference (engagement with Cabinet and political groups) to be undertaken in late June 2015.
    e. Draft key findings circulated late July 2015
    f. Task and Finish Inquiry report agreed and commended to Cabinet in September 2015,.

Way Forward

11. At the meeting, Councillor De'Ath, Cabinet Member Safety, Engagement and Democracy and Marie Rosenthal (County Clerk and Monitoring Officer) will be available to answer any questions Members may have on this report and Project.

12. Members may also wish to provide their views on the Project, and the proposed timescale changes.

Legal Implications

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

implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATIONS

The Committee is requested to:

I. Consider the contents of the report,
II. Provide feedback on the proposed methodology set out in the Project Plan set out at page four of **Appendix A**, and
III. Provide views on the suggested timescale set out in paragraph 13 above.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
27 March 2015

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APPENDIX A

City of Cardiff Council *Improving Scrutiny* Project: Project Brief, January 2015

Project Purpose

- Cardiff is proud of its scrutiny arrangements and the important part scrutiny plays in Council improvement, and in representing citizens in holding to account the Cabinet for the decisions it makes. However, the Council is going through significant change in many ways, and will look very different in five years' time.

- Effective local governance relies on a cohesive web of accountability, of which internal review is an intrinsic part. The purpose of the Project will be to ensure that scrutiny remains agile and able to play its role as a critical friend, in an environment that will see greater emphasis on partnership, collaboration, commissioning and other alternative models of delivery.

Project Aim

- To equip Cardiff's Scrutiny function to meet the current needs and anticipated future challenges facing the Council's Executive and non-Executive Members.

- To ensure that the Council's scrutiny structure enables Members to provide robust and effective overview and scrutiny that is relevant to the priorities of the organisation's Corporate Plan and operational challenges.

- To seek evidence to support recommendations for Members to agree any potential changes to current governance arrangements, as part of a wider major transformation of the City of Cardiff Council's services and structures.

Project Objectives

- To take forward the learning from Cardiff's participation in the 2013 Wales Audit Office *Improving Scrutiny* Study, especially by using the 15 characteristics in the newly developed "Framework for Effective Scrutiny in Wales" as a mechanism for self-evaluation of the quality of scrutiny in Cardiff, and the planning of future Scrutiny Work Programmes.

- To assess and make recommendations on the structures and arrangements that will be most appropriate to manage the scrutiny of the Council's transformation in coming years. To consult upon politically and organisationally, and take proposals forward for inclusion in the Council's 2016/17 Budget proposals.

- To address recommendations in the Local Government Measure (Wales) 2011, and subsequent recommendations in the Williams Review, to consider opportunities for improvement to current collaborative scrutiny arrangements with partners.

Key Project Themes

- The purpose of Scrutiny as part of a holistic and effective governance framework in Cardiff, and its likely future challenges and priorities. The appropriate balance of priority achieved between holding to account, policy development and review, performance and improvement monitoring, finance and budget scrutiny etc.

- Maximising the impact of Scrutiny in Cardiff, and also to measure that impact so that resources can be most effectively targeted towards areas of highest impact. Setting in place effective and appropriate Scrutiny arrangements to deliver agreed priorities.

- Optimising interfaces between scrutiny and:
    - External regulators, auditors and inspectors to ensure effective Council performance and minimise the burden of external regulation.
    - The local population, so that the public has confidence in local democracy in the city, and sees Scrutiny as an accessible and effective avenue to represent its views and concerns.
    - Cabinet Members, managers and key stakeholders so that everyone is clear about their role in supporting effective governance in Cardiff.

- Optimising arrangements for the scrutiny of partnerships, as public sector collaboration, transformation and commissioning grow ever more complex.

- Appropriate arrangements for maximising Scrutiny Member and officer skills and competency.

Project Key Stakeholders

- Council Scrutiny Committee Chairs and Members;
- Council Leader and Cabinet; Opposition Party Group Leaders; Council Members;
- Chief Executive and senior management of the Council;
- Cardiff Third Sector Council and community and voluntary organisations regularly connecting with Scrutiny;
- Local strategic partners, key stakeholders and stakeholder organisations;
- Professional partners in the world of regulation, audit and inspection, regional and local government in Wales;
- The Centre for Public Scrutiny, WLGA Scrutiny Chairs Network and National Scrutiny Officers' Network; Regional local government partners.

Project Methodology

Desk Research (October 2014 to March 2015)

- Scan the horizon for legislative and policy changes in the wider environment that will influence Scrutiny in Cardiff over the coming 10 years.
- Identify from past reviews and evaluation of scrutiny in Cardiff the key learning points that have been derived, and to test how they can be applied.
- Glean from best practice analysis criteria for measuring the impact of scrutiny.
- Benchmark how effective scrutiny is conducted elsewhere, and how lessons can be applied to Cardiff.

Face to face interviews (October 2014 to March 2015)

- Identify from key Project stakeholders their view on the key project themes identified above.

Structured conversations (March and April 2015)

- Arrange events with Members and officers to Scrutiny Chairs to shape evidence from the desk research and interviews into draft key findings.

Project Report (May 2015)

- Scrutiny Chairs to craft a report with key findings and recommendations for Cabinet to consider, and to enable implementation of agreed future arrangements.

Project Governance

Recognising the connections this Project makes between the organisational and the political, the Project will have a hybrid governance structure:

- It will operate as a joint scrutiny task and finish inquiry comprising the Council's five scrutiny chairs, and report through the Policy Review and Performance Committee.
- It will serve as a PQA Project within the *Improved Governance* strand of the Council's *Programme of Organisational Change.* Paul Keeping (Operational Manager, Scrutiny Services) will be Project Manager, and Marie Rosenthal (County Clerk and Monitoring Officer) will be Senior Responsible Officer. The Project will apply the Council's 'Service Review' methodology to achieve its aims.

The Project will be undertaken in partnership with the Centre for Public Scrutiny, a charity providing expertise and capacity in non-executive governance, as one of nine major case studies featured in a UK wide analysis of local authority transformation.

For further details please contact:

Monitoring Officer and County Clerk:
Marie Rosenthal, ☎ Cardiff 2087 3860. Marie.Rosenthal@cardiff.gov.uk

Operational Manager: Paul Keeping, ☎ Cardiff 2087 2953.
p.keeping@cardiff.gov.uk

Improving Scrutiny Project - Project Plan

Timescale	Action	Purpose
Sept 2014	Advisory support from CfPS confirmed	Increase capacity and expertise
Oct 2014	Project scoped and Scrutiny Chairs engaged as Project leads Agreement of Project governance arrangement within Org Devt Programme	Provide Project leadership Provide Project governance
Early Nov 2014	Project Mandate agreed	Provide Project direction
18 Nov 2014	Scrutiny Chairs' Liaison Forum CfPS interviews with: Scrutiny Chairs; Scrutiny officers; Monitoring Officer; Chief Officer, Change and Improvement. Scrutiny chairs discuss Project with Council Leader and Chief Executive	Develop methodology Give initial direction for Project methodology Develop consensus for Project aims
Nov – Dec 2014	Desk Research on Core Cities scrutiny performance monitoring arrangements	Widen evidence base
8 Dec 2014	Project launched at Member Governance Seminar, and Briefed to Council Members and senior managers	Communicate Project aims and Member involvement opportunities
8 Jan 2015	Scrutiny Chairs' Liaison Forum	Develop methodology
26 & 27 Jan 2015	CfPS interviews with key Project stakeholders (including Council Leader, Chief Executive, Cabinet Portfolio Member, Leaders of Liberal Democrat, Conservative and Independent Groups, Scrutiny Councillors who requested interviews, Director of Communities, representatives in WLGA and Welsh Government, Challenge Forum Advisor on Performance Management)	Widen evidence base
Feb 2015	Further interviews with key stakeholders (through the month) Desk Research into Scrutiny Process and good practice (through the month) Scrutiny Chairs' Liaison Forum (late Feb)	Widen evidence base Widen evidence base Develop methodology
March 2015	Scrutiny Committees asked to establish a joint Scrutiny task and finish Inquiry (early March) Project Seminar for Scrutiny Members (early March) Scrutiny Chairs' Liaison Forum (mid March) Interim Project findings circulated (mid March) Member and Manager Project Symposium (late March)	Enable Scrutiny Inquiry report to Cabinet Widen evidence base Agree interim findings Prepare for Project Symposium Seek consensus for key findings
April 2015	Scrutiny Chairs' Liaison Forum (early April) Draft Scrutiny Inquiry Report circulated (mid April)	Agree report, key findings & recommendations Seek final feedback on draft report
May 2015	Final Draft Scrutiny Inquiry Report adopted by Scrutiny Committees and submitted to Cabinet	Formally adopt draft report
Tbc 2015	Cabinet receives and considers Draft Scrutiny Inquiry Report	Make decisions on way forward
Aug 2015	Implementation of agreed recommendations begins	Implement decisions reached by Cabinet

This timescale will enable managers to implement arrangements in time for the start of the 2016/17 financial year.

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CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

ECONOMY & CULTURE SCRUTINY COMMITTEE: 2 APRIL 2015

CORRESPONDENCE – INFORMATION REPORT

Background

1. Following Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The letter usually asks for a response from the Cabinet Member to any recommendations made and sometimes requests further information.

Issues

2. A copy of the Correspondence Monitoring Sheet detailing the Committee's correspondence and those responses received is attached at **Appendix A**. This document outlines the key points raised within recent Chair's letters and a summary of any replies submitted to the Committee. Also attached to this report are full copies of recent correspondence.

Committee Meeting Correspondence
6 November 2014 meeting

3. A response to the letter sent following the November Committee meeting was received from Cllr Derbyshire on 6 January 2015. This is attached at **Appendix B1**. The response addressed the issues raised surrounding the Parks and Green Spaces Strategic Framework and supplementary information on the Quality Value Assessment Methodology used as a means of assessing open space for comparative purposes is included as **Appendix B2**.

4 December 2014 meeting

4. A response to the letter sent following the December Committee meeting was received from Cllr Bradbury on 2 March 2015. This is attached at **Appendix C1**. The Committee had written to Cllr Bradbury regarding the Welsh Public Library Standards Annual Report, the Future Provision of Library Services in Cardiff – Options paper and a petition from Community Action for Rumney Library. The reply also included the good practice research paper mentioned during the meeting – Attached at **Appendix C2.**

8 January 2015 meeting

5. At this meeting the Committee considered the following items, with letters written to the relevant Cabinet Members:
    - Tourism Strategy & Action Plan – Leader, Cllr Bale (**Appendix D1**)
    - Budget Proposals for Consultation (Libraries and Community Halls) – Cllr Bradbury (**Appendix E1**)

6. Replies to these two letters have been received on 18 February 2015 (Cllr Bale - **Appendix D2**) and 26 February 2015 (Cllr Bradbury - **Appendix E2**) respectively.

5 February 2015 meeting

7. At this meeting Members considered the Draft Corporate Plan 2015-17 and Budget Proposals 2015/16 for the Directorates relevant to this Committee's terms of reference. Letters were written to:
    - Cllr Hinchey - Cabinet Member: Corporate Services and Performance (**Appendix F**)
    - Cllr Bale – Leader, Economic Development & Partnerships (**Appendix G**)
    - Cllr Bradbury - Cabinet Member, Community Development, Co-operatives & Social Enterprise (**Appendix H1**)
    - Cllr Derbyshire - Cabinet Member for the Environment (**Appendix I1**)

8. To date, replies have been received from Cllr Bradbury on 19 February 2015 (**Appendix H2**) and Cllr Derbyshire on 18 February 2015 (**Appendix I2**).

9. The Committee also wrote to Cllr Holden in recognition of his contribution to the Allotment Strategy – **Appendix J**.

5 March 2015 meeting

10. At this meeting Members considered the Quarter 3 Performance for the Directorates relevant to this Committee's terms of reference, , with letters written to the relevant Cabinet Members:
    - Economic Development Q3 Performance - Cllr Bale, Leader, Economic Development & Partnerships (**Appendix K**)
    - Communities, Housing and Customer Services Q3 Performance - Cllr Bradbury - Cabinet Member, Community Development, Co-operatives & Social Enterprise (**Appendix L**)
    - Sport Leisure & Culture Q3 Performance - Cllr Bradbury - Cabinet Member, Community Development, Co-operatives & Social Enterprise (**Appendix M**)
    - Sport Leisure & Culture Q3 Performance - Cllr Derbyshire - Cabinet Member for the Environment (**Appendix N**)

11. Additional letters were also written to raise issues that arose in the meeting with relevant officers and partners:
    - Mansion House Income Target – Section 151 Officer (**Appendix O**)
    - Cardiff Business Council Support – Nigel Roberts (**Appendix P**)

Task & Finish Inquiry Letters

12. The nature of recent task and finish activity by this Committee has meant that recommendations and comments have been submitted in a letter to the relevant Cabinet member, rather than via a formal report as is standard practice with more comprehensive task and finish inquiries.

13. A response has been received from Cllr Patel, Cabinet Member, Transport, Planning and Sustainability following the Cardiff Central Transport Hub Task and Finish meeting held on 12 December 2014. This can be found at **Appendix Q**.

Legal Implications

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

Financial Implications

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

Recommendation

16. The Committee is recommended to note the content of the letters attached to this report and decide whether it wishes to take any further actions, or request any further information.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
27 March 2015

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Committee date	Recipient & Committee item	Comments/Information requested	Response date	Response	Further Actions
6 NOV 2014	Cllr Derbyshire Parks & Green spaces Strategic Framework	Committee: - requested the methodology for Quality Value Assessments of land - hope Members will be involved in any decisions on land disposal - feels the strategic framework must clearly set out where other directorates will be worked with - would not support a move toward alternative delivery models for parks and green spaces	6 JAN 2015	- Included Quality Value Assessment Methodology for Parks and Green Spaces	
4 DEC 2014	Cllr Bradbury Welsh Public Library Standards	Committee: - expressed their congratulations for the Council's achievements against the Welsh Public Library Standards this year. Committee is pleased that Cardiff has achieved above the Welsh average for 2013/14, and that the Council has increased the number of Standards met for each year of the fourth quality framework of Welsh Public Library Standards. - would like clarification around the contribution of Community Libraries towards the achievement and evaluation of the Welsh Public Library Standards. The Committee recommends that this issue is formally raised with the Minister, and feels strongly that all Library provision supported by the Local Authority, even if the building is maintained by an external organisation, should contribute toward the achievement of the Welsh Public Library Standards in Cardiff.	2 MAR 2015	- confirmed that the performance of Community Libraries cannot be included at the present time. Indicated that CyMAL is being recommended to include it	
4 DEC 2014	Cllr Bradbury Future Provision of Library Services	- welcomes the fact that this has been undertaken at an early stage, allowing for public consultation to take place, and publishing an options paper on the Council's website - did not fully accept th reasons given for closing Central Library not being considered, and would be interested in receiving evidence of CyMAL's viewpoint on the closure of Central Library to sustain seven community libraries, and also CyMAL's point of view on the proposed future options as a whole - requested the research that has been undertaken into the approaches taken in other local authorities across the United Kingdom - are not convinced that a clear strategy is yet in place to attract community and commercial interest further than publishing a toolkit on the Council's website - question whether enough thought has been put into the tender processes required, should a commercial option be sought - would be interested to know what support services have been explored for Community groups or trusts, and recommend a system similar to that of the Governor Support Service available for school governors be considered. - has strong reservations about the Council looking to charging the public to use Libraries - would be interested to know what plans are in place to upskill existing staff to enable them to undertake these new roles and new ways of working. - request that information on the plans to promote and push the e-book and e-zine service are sent to the Committee, as Members question whether the public are aware that Council libraries offer this service. - request that the results of the consultation exercise, interpretation of the figures, and information on commercial and community groups that have come forward in relation to the various branch libraries is provided for the Committee's consideration.	2 MAR 2015	- CyMAL view Central Library as Wales' premier Library and were most perturbed when the Library closed one day a week as a result of the budget efficiencies in 13/14 - CyMAL have been fully consulted on the current Library options, but it is not their established practice to submit a written response. - attached evidence of the research that has taken place - stressed that consultation is not asking for formal offers from commercial/communities groups, but to gauge reaction so that the Council can have confidence in setting its budget for 15/16 expressions of interest only are being requested. - indicated that community run libraries have been successful in securing funding through donations, grants etc and Cabinet Member will be advocating that this approach is followed.	
4 DEC 2014	Cllr Bradbury CARL (Community Action for Rumney Library)	Committee: Is concerned to hear of class instructors being turned away from Rumney Library and being informed to look for alternative venues to hold their class, as the facility will be closing. Committee worries that these actions make it appear that a decision on the Library has already been predetermined, and could jeopardise the public perception of the consultation period. Committee also fears that, should a decision be reached to keep Rumney Library open, the Council could have driven away potential sources of income, which will be vital to the future sustainability of such a facility.	2 MAR 2015	- apologised for the removal of the Adult Community Learning Class from Rumney Library (something Cabinet Member was not aware of) and confirmed that the class has now moved back to Rumney Library.	
1 DEC 2014	Cllr Patel Cardiff Central Transport Hub 1 Joint T&F	Members: - feel strongly that the decisions on the bus station are of utmost importance to the city, and should be given the appropriate status by the Cabinet - request that further analysis is done by extracting and analysing responses from individuals who do not live in the city - welcome assurances that information on the range of stakeholders involved in informing the Cabinet decision, the viability of both proposed locations for the new bus station, and the impact the changes will have on journeytimes in the city, will be included in the Cabinet report	12 DEC 2014	- To say that the survey was not targeted to people outside Cardiff is incorrect. Anyone with access to the internet worldwide could access and fill in the survey and the media coverage publicised this. - The consultation took place between 08 August and 03 October and was split into two parts. Part 1 (online survey, three press releases, dedicated forums) and Part 2 (external advertising, printed surveys distributed, queen street events, use of Cardiff Panel) - The bus station consultation produced 3717 responses, well over this average for the Ask Cardiff survey - work has been undertaken to evaluate non-cardiff responses. On the basis of the responses received, there is little evidence of any significant difference of opinion amongst residents and non-residents	
13 DEC 2014	Cllr Patel Cardiff Central Transport Hub 2 Joint T&F	Members: - cannot escape the feeling that the plans for a new bus station have been development led rather than led by transport priorities. It appears the Council has prioritised the development of Central Square and the new bus station has been left to fit around the remaining space - Expressed concern with regard to the footprint allocated to the new bus interchange, and the capacity this leaves for adequate numbers of bus stands. Members were disappointed that the Council is making do with an area of land and exploring how best to fit a bus station into it, rather than dictating the land requirements for a world-class bus interchange, that fits seamlessly. - recommend that the designs for street layout and footpath routes surrounding the current bus station footprint are reviewed in order to provide the maximum space possible for the new bus interchange - feel the plans for the new bus interchange have not been future proofed, and are concerned that this facility will not be able to meet increased demand, particularly in light of population growth estimates for the city and the emphasis the Council places on encouraging the public to use public transport rather than private cars. - Were left with the impression that the Council is currently being overly cautious in this respect, and feel it should take a strong position, fining all motorists who drive irresponsibly and inconsiderately - feel that the Council has a vitally important role to play in communicating changes during the 2 year transitional period, and in directing the public to their buses or to information around bus routes - Members were disappointed not to find information on the full range of stakeholders engaged with included in the Cabinet report, as was assured in the first meeting - Question whether the proposals for a bus interchange on the Network Rail Car Park (south of the railway line) was ever really a viable option, particularly given land ownership issues, the relationship that exists between the Council and Network Rail, and the clear stated preferences of bus operators within the city that the north is the favoured location	7 JAN 2015	- assertion that the new bus station is 'development-led' is completely the Council rather than a developer has full control of the development, through comprehensive land ownership, and therefore the current redevelopment project for Central Square and the bus station is Council-led unsubstantiated and incorrect. - the Council is committed to providing a new modern bus interchange that improves the experience for bus users and bus operators - As far as Cabinet Member is concerned, the development is Council-led and the master-plan is transport-led. The most suitable location for a perpendicular configuration is clearly on the NCP Car Park / Marland House site as this provides for the longest possible perpendicular span, and enables direct access from Westgate Street for buses. It also provides potential for access from Saunders Road on event days.This approach also provides better potential for improving integration with the railway station as it will enable the concourse/waiting area to be positioned much closer to the railway station entrance. - One of the design requirements for the new facility was the ability to accommodate existing bus demand plus 15% growth in normal services. The current bus station accommodates at peak 84 movements per hour, all three current design options offer extra capacity ranging from 112 to 144 departures per hour, well in excess of 15% growth. - In relation to interim arrangements, communication will involve working with the transport operators to give a consistent message to our stakeholders via electronic online information, leaflets, media awareness and use of social media. On-site staff will assist passengers for the initial period following the bus station closure. In addition officers will continue to work with Arriva trains regarding the possibility of displaying bus information in the train station. An operational Project Plan and communication support information is offered to Scrutiny for 2015 - overview of stakeholder given	Consider receipt of Bus Station Operational Project Plan and Communications

Committee date	Recipient & Committee item	Comments/Information requested	Response date	Response	Further Actions
8 JAN 2015	Leader Tourism & Heritage Strategy	- agree that the stadium-based events held predominantly in the Millennium Stadium and SWALEC Stadium have been a great boost for the city's reputation and exposure, but are pleased to see a new drive towards the development of Cardiff's own signature events or unique attractions. - requested update on promoting Cardiff for business during 6 nations - hope to see a clear commitment to improved partnership approach with CADW within the Tourism Strategy & Action Plan. - if proposition to use City Hall and Mansion House for conference facilities there will need to be vast maintenance improvements made - positive about City Card and hope that the final Tourism Strategy & Action Plan contains more detail on its development and request that this initiative in particular is brought back to the Committee in the future - request mystery shopper report	18 FEB 2015	- promotion during 6 nations positive. Increased focus will be made during rugby world cup - discussions under way with CADW to help foster greater engagement and cross promotion - securing sustainable model for Mansion House and City Hall is being considered - City Card will be trialed in early 2015 if feasibility study is positive	Cardiff Card to be brough to Committee Tourism Strategy to come for pre-decision scrutiny
8 JAN 2015	Cllr Bradbury Budget Proposals for Consultation (Libraries and Community Halls)	- concerned that these proposals for consultation could result in the loss of important community facilities that have naturally evolved into informal 'hubs' for the local area over a period of time - concerned that there seems to be a focus on creating Hubs in the southern half of the city, with the libraries proposed to have their Council funding removed mainly located in the northern half of Cardiff - feel that the time and money simply isn't available for community groups to come forward with suitable alternative operating models for the libraries, particularly in the timeframe provided by the Cabinet's consultation period - question whether it is realistic to expect community or friends groups to have the knowledge, skills and access to finance that will be required to take over the running of any of the other Libraries - There will be an impact on the local economy, where shops and cafes benefit from the passing trade of those who are visiting the library - question whether the relatively small levels of savings to be achieved through these proposals are really worth the large levels of public dissatisfaction created and the potential loss of important community facilities if no alternative operating arrangement is secured - if the proposed change in management at Canton Community Hall is to be accepted, the Council must put restrictions in place that will safeguard the access to services for some of the most vulnerable groups of individuals in the area, or must provide access to similar groups being run elsewhere in Cardiff	26 FEB 2015	- the proposal to withdraw subsidy from the stand alone libraries did not, and does not, mean that Cabinet Member expects those libraries to close. The presumption should be that the libraries offer (provision of books, Wi-Fi and PCs, the services of a neighbourhood librarian and EDI) would be located in the existing library building, unless there were serious building condition or access issues - Cabinet Member understands and broadly agrees with the Committee's concern that adequate time and support is given to community groups who may wish to get involved in delivering informal community hubs. -It is not suggested that the library service should be run solely by volunteers. The strategy presented to Committee made it clear that the service would remain a professional, effective and comprehensive service, including the new role of professionally qualified neighbourhood librarians who would extend the opportunities for professional library services rather than reduce them. - a fundamental requirement any new operator (for Canton Community Hall) would have to embrace would be the continued community focussed activities that the centre currently provides. It is clearly going to be a challenge to find an operator who can both meet the Council's requirement for no subsidy and provide many of the current activities, but that is the starting position for any discussions/negotiations with operators. The	
5 FEB 2015	Leader Draft Corporate Plan 2015-17 and Budget Proposals 2015/16	pleased to hear the ambition for the Economic Development Directorate to reach a position where it is self financed, and we welcome the range of initiatives and funding mechanisms that are being explored in order to achieve this - Committee is concerned to hear that some of the city's larger businesses have still to sign up as members of Cardiff Business Council. The Committee requests that more information on the approaches being taken to get these businesses on board. - concerned that while plans for an arena and convention centre have been expressed for some time, they still lack detail and appear somewhat vague. - Members expressed concerns that the 'Great Western Cities' plans would seemingly conflict with the Capital City Region plans. Committee look forward to the upcoming announcement from the City Region in respect of this, and look forward to scrutinising this arrangement in the future.			
5 FEB 2015	Cllr Bradbury Draft Corporate Plan 2015-17 and Budget Proposals 2015/16	- With regard to the development of a City Centre Superhub within Central Library, the Committee can see the sense in building a critical mass of Council services within a central location in the city centre, however we do have concerns that this will detract from the identity of Central Library and feel that this building and service must continue to be recognised as a Library that contains additional services, rather than the Library services on offer being deprioritised - Reiterate the points previously made in relation to Libraries a) concern that funding may be removed in best used facilities b) felt that inadequate time and resourcing had been made available for community groups to come forward c) not convinced that a clear strategy was in place to attract community and commercial interest d) question whether the relatively small levels of savings to be achieved through these proposals are really worth the large levels of public dissatisfaction created e) Committee would have major reservations about proposals which may result in Libraries across the city closing if no alternative methods of operation can be found. - Committee would support aspirations for a Cardiff Heritage Trust as it recognises the need for a mechanism to promote the cultural gems of this city - The Committee, hnoted its reservations that the Capital expenditure required for Arts venues over the next five years may have been underestimated.	19 FEB 2015	- Central Library layout will be given consideration to ensure it maintains its identity as Library when additional services are located there - amended Library Stategy included following removal of £283,000 saving from Library proposals - Cardiff Heritage Trust will be brought to Committee at a later date - comments in relation to maintenance costs at arts venues are noted	Heritage Trust to committee at later date
5 FEB 2015	Cllr Derbyshire Draft Corporate Plan 2015-17 and Budget Proposals 2015/16	- The Committee raised the impact the remodelling of Park Rangers may have on the support given to 'friends' groups, and welcomes the assurances given that these groups are being consulted on these proposals and exploring how the Council can continue to provide assistance to them. - The Committee is not against the decision to close a number of public conveniences across the city, however it is concerned that these disused buildings will be assumed worthless as alluded to during the meeting. The Committee is minded to note that some of these facilities could become valuable assets with a bit of creative thinking - request that the Allotment Strategy comes through the Committee at a later date, enabling the Commitee to review this service in more detail.	18 FEB 2015	- budget proposals taken to Council reduced given the concerns about the extent of Park Ranger savings	Allotment Strategy to Committee at later date
5 FEB 2015	Cllr Hinchey Draft Corporate Plan 2015-17 and Budget Proposals 2015/16	- while the Committee is of the opinion that the Council could achieve the full amount of capital receipts to meet the Welsh Government allocation at a push, we recognise the sensible approach being taken in applying an initial budget position of £2.5m to be capitalised. Indeed the Committee is pleased with the sensible approach taken throughout this process in only writing £750,000 capitalisation into the budget and in resisting the temptation to sell off Council assets cheaply - Committee would hope to see that any money released through capitalisation is shared across the range Council Directorates to assist in service improvement.			
5 FEB 2015	Cllr Holden Allotments	Thanked for involvement in developing Allotment Strategy	n/a	*No reply required	

Economy Culture Scrutiny Committee
Correspondence

Appendix A

Committee date	Recipient & Committee item	Comments/Information requested	Response date	Response	Further Actions
5 MAR 2015	Leader Economic Development Q3 Performance	- welcomes the news that the proposed Business Improvement District (BID) is being progressed via internal sources of funding and that a partner has been appointed to help assist the Council in carrying out the necessary work to progress a BID for Cardiff. - requested a clear position from you on the current and future support to be provided to Cardiff Business Council by the City of Cardiff Council. - requested a one page briefing note on recent progress and anticipated future milestones in relation to the Coal Exchange - welcomed the suggestion you made with regard to reviewing the performance indicators used by other local authorities within the Core Cities Network and exploring whether these could be adopted for Cardiff Council			
5 MAR 2015	Cllr Bradbury Communities Q3 Performance	- requested a one page briefing on the funding for these posts and the plans for Neighbourhood Librarians - requested a briefing note is provided to us in the meantime, setting out the current position for Roath Library and an overview of the work required and timescales involved			
5 MAR 2015	Cllr Bradbury Sport Leisure & Culture Q3 Performance	- Sickness absence remains a concern for the Committee, with this Directorate reporting one of the highest levels in the Council. The Committee is content with the approach being taken to explore and understand the reasons behind this high level of sickness absence and looks forward to hearing more about the staff questionnaire that is to be issued, the results received and the actions implemented as a consequence of it. - requests that evidence of the actual level of PPDR compliance is sent for our consideration - concerned that further Community Halls and Insole Court are identified as asset transfers within the 2015/16 budget, and want to stress that the Council cannot afford to repeat the delays, and subsequent overspend experienced this financial year. - Committee recognises that the income target set for the Mansion House is unachievable and will write to the Section 151officer to recommend that this position is reviewed.			
5 MAR 2015	Cllr Derbyshire Sport Leisure & Culture Q3 Performance	- Sickness absence remains a concern for the Committee, with this Directorate reporting one of the highest levels in the Council. The Committee is content with the approach being taken to explore and understand the reasons behind this high level of sickness absence and looks forward to hearing more about the staff questionnaire that is to be issued, the results received and the actions implemented as a consequence of it. - requests that evidence of the actual level of PPDR compliance is sent for our consideration - Committee welcomes the news that a partnership for Flat Holm Island is being progressed with the National Trust, Royal Society for the Protection of Birds and Flat Holm Society.			
5 MAR 2015	Nigel Roberts - CBC CBC Future Resources	request that Cardiff Business Council, provide us with your understanding of the agreed current and future levels of resources and support from Cardiff Council – enabling the Committee to explore whether there are any discrepancies in relation to agreed support.			
5 MAR 2015	Christine Salter - 151 Officer Mansion House Income Target	Committee concerned by the £117k shortfall in income from the Mansion House which is considered unattainable and would like to explore with you the background to this income target being set and how it has been allowed to continue as a target for future years.			

CABINET SUPPORT OFFICE
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Neuadd y Sir
Caerdydd,
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Ffôn: (029) 2087 2088

My Ref: CM29224

Your Ref: NRS/CW/BD/06.11.14

Date: 6th January 2015

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee
c/o Scrutiny Services
Level 2
County Hall
Cardiff

Dear Craig

Economy And Culture Scrutiny Committee 6 November 2014
Parks and Green Spaces: Strategic Framework

Thank you for your letter dated 19 November 2014 in respect of the above.

I am pleased that the Committee recognised the approach that the service is taking and whilst a great deal of Officer time and effort is currently being consumed with the requirement to identify budget savings for next financial year, I want to ensure that we are ahead of the curve and are actively planning across a number of fronts and for the medium and long term.

As indicated at the meeting by Officers there are clear and logical links between the quality value assessment and land rationalisation work streams and I have, for your information, attached a summary document that sets out the methodology in relation to the QVA's, together with a further document which sets out a review process for the disposal of public open space land, I trust that these documents will provide the clarity that the Committee is seeking. If you feel that it would be beneficial, I would be more than happy to facilitate a meeting with Officers to take you through these documents. I am very aware of how emotive the issue of land disposal is, and this Administration is committed to ensuring that there is transparency through consultation.

The Committee's comments regarding the introduction of wild flowers are noted. I would not entirely concur with the view that Cardiff is being left behind, indeed during this year in the region of 5 hectares of amenity grassland has been subject to conversion to wild flower and / or alternative, more informal maintenance regimes that serve to increase bio-diversity. I recognise however, as you indicate, those introduced by neighbouring Authorities may be more visible.

I would also sound a note of caution in terms of wholesale wild flower introduction, particularly from a cost saving perspective, as it is not always the case that such regimes deliver savings and there are a variety of factors that need to be considered. Notwithstanding this I have clearly set out my desire for the Council to accelerate the further development of such areas in a managed way. I certainly do not see a risk of silo mentality in terms of highway grassland in the urban area, as these areas are maintained by the Parks Service following

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a review during the 2013/14 financial year that sought to break down internal barriers placing all grassland maintenance activities under a single service provider.

The Committee's comments in relation to the wider opportunities that exist to work with stakeholder directorates are understood and I will be personally ensuring that a one Council approach is being adopted. I do not hold significant concerns that this will not be the case, again, and as indicated by Officers, some of the work streams are not new and cross Directorate forums and relationships in many instances are well established.

I do note the Committee's concerns regarding any proposals for an Alternative Delivery Model for the Parks Service, however you will recall the Director for Sport, Leisure and Culture's remarks emphasising that a mixed economy of provision already exists and, indeed has existed for some time. This clearly demonstrates that the service has not rested on its laurels and over time has challenged individual models of service delivery resulting in a current and healthy mix of in-house, private sector and third sector provision. You will be aware of the Alternative Delivery Model project for Infrastructure Services, which Parks Services forms part of and which will be seeking to identify future preferable model(s). Through this project I will be active in ensuring that any proposals for change will be made in the best interests of the Council and the Services within my portfolio of responsibility.

In conclusion may I take this opportunity to thank you and the Committee for the interest shown in what is an important area of work, should any matters require clarification then please do not hesitate to contact me.

Yours sincerely

Councillor / Y Cynghorydd Bob Derbyshire
Cabinet Member Environment
Aelod Cabinet Dros Yr Amgylchedd

Enc:

Review process for disposal of Public Open Space Land

The following questions should be addressed in the review process.

1. Is the land open space?
   If yes – go to question 2 **If no – use the Council's Land Disposal procedure.**

2. Is there an identifiable green space requirement for this site in the locality?
   If yes, go to question 3 If no, go to question 7

3. Is there an appropriate long term, sustainable green space use which fits with the overall green space policy that can be delivered in the short – medium term within existing resources?
   If yes, go to question 4 If no, go to question 5

4. **Develop plans and source funding for implementation / maintenance.**

5. Is there an appropriate long term, sustainable green space use which fits with the overall green space policy that can be delivered in the long term, but not in the short to medium term?
   If yes, go to question 6 If no, go to question 7

6. Is there a sustainable temporary open space use within existing resources, to which the land can be put whilst funding for long term scheme is being developed ?
   If yes, go to question 4 If no, go to question 7

7. Is there local demand for green space (including community growing) which can be maintained and managed by the local community or external organisation at low or no cost to the Council?
   If yes, go to question 8 If no, go to question 10

8. Can the local community or other external organisation sustain an acceptable standard of maintenance / management of the site for the [proposed purpose?
   If yes, go to question 9 If no, go to question 10

9. **Draw up agreement for future maintenance and management of site as green space and implement. (Agreement may be short term if a long term use for the site is strategically important).**

10. Are there any restrictions which would prevent the site from being developed for other purposes? (Planning policy, services, statutory designations, covenants etc?)
    If yes, go to question 11 If no, go to question 12

11 **It is likely that the site is not suitable for development. An environmental treatment which maximises climate change mitigation should be adopted in preference to hard landscape and appropriate funding sought.**

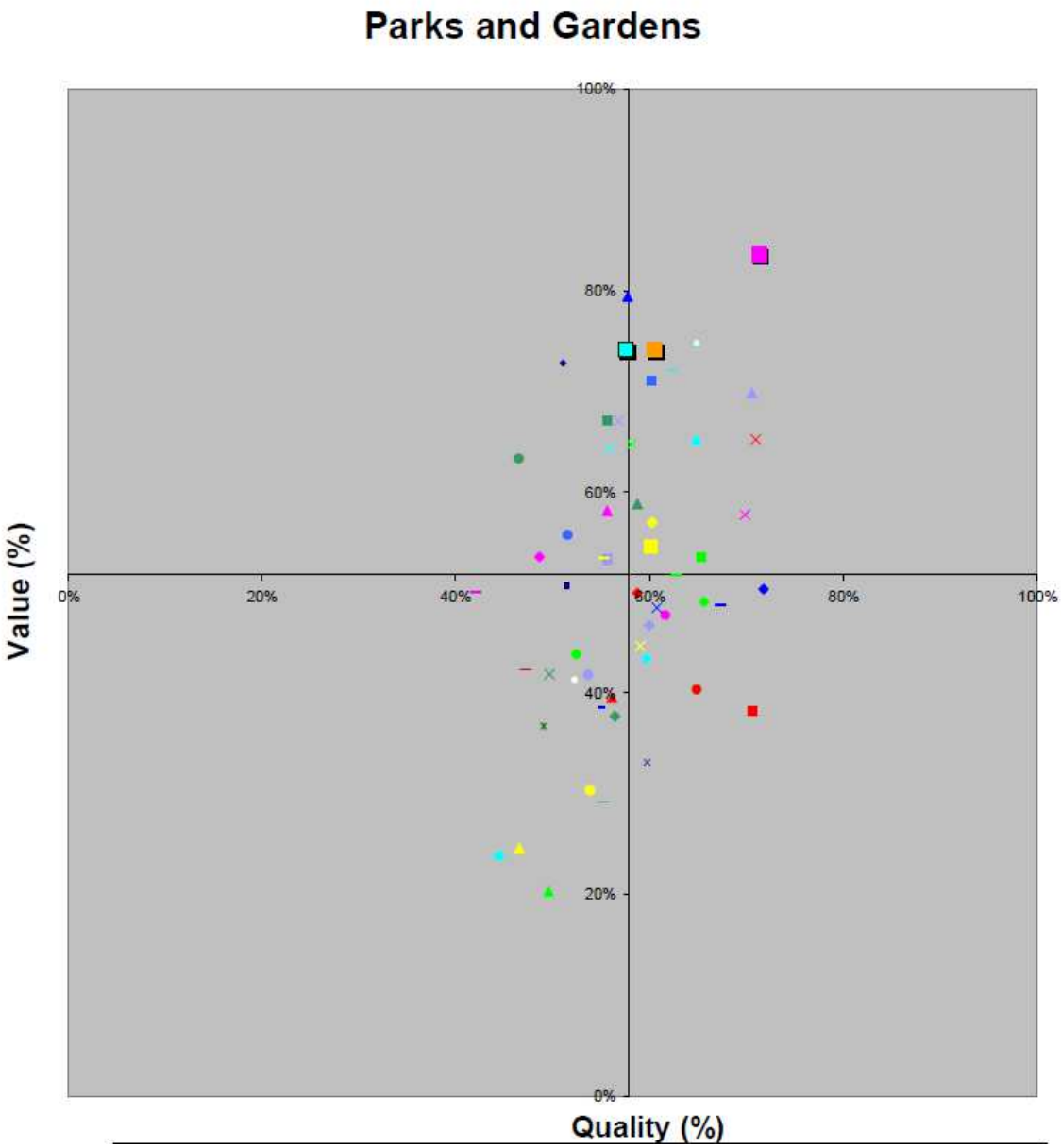
12 **As a last resort, the site should be declared surplus to requirements and passed to the Council's Land Disposal procedure. In the event of a disposal consent should be sought in the first instance for any receipts arising from the disposal should be invested back into local public open space provision.**

Quality Value Assessment Methodology for Parks and Green Spaces

The Parks Service has adopted a quality value audit methodology that has been used by a number of authorities in England as a means of assessing open space for comparative purposes under English PPG17 planning policy guidelines. This method was developed by Kit Campbell, an independent green space consultant, and was been adapted for use in Cardiff as part of the land assessment for the Parks and Green Spaces Strategy in 2005.

The methodology scores quality and value against a number of set criteria and provides a % value for quality of the land (in terms of its appearance and variety) and value of the land (in terms of its obvious use or abuse and any specific conservation or heritage designation which it may have). Comparisons between different sites can be made using the % values, as long as the sites are designated in the same category – e.g. public parks and gardens, natural and semi natural green space, green corridors etc. Scores can also be compared with average scores within each category.

Graphs showing quality and value for each category of green space, plotted against the average values for each category of land, provide an invaluable tool for determining priorities for targeting expenditure to improve public open space, determining future maintenance regimes and identifying underused open space for which new uses could be identified. A sample graph for the Parks and Gardens category is attached overleaf, with the average quality and value scores indicated as a solid line. The sites within the lower left hand quartile (low quality / low value) would be those considered for possible alternative use using the review process for the disposal of public open space.



Sample graph showing assessment – each dot represents a different open space

CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET

My Ref / Fy Ref: CM29582

Date / Dyddiad: 2nd March 2015

Craig Williams
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Dear / Annwyl Craig

Economy & Culture Scrutiny Committee - 4 December 2014
Welsh Public Library Standards Report, Future Provision of Library Services

Thank you for your recommendations and comments following the meeting of the Economy and Culture Scrutiny Committee. Please accept my apologies for the delay in this response being forwarded to you, this was due to an administrative error in my support office. My responses are as follows.

Welsh Public Library Standards Annual Report

Thank you for acknowledging the excellent performance that has been achieved for 13/14. A lot of work has taken place to maximising the Authority performance against the Welsh Public Library Standards and I am very pleased with the achievements.

In relation to the issue of the contribution of Community Libraries towards the WPLS it is the position that the performance of Community Libraries cannot be included at the present time. However ,as discussed in Scrutiny, the Minister of Culture, Sport and Tourism's Expert Review of Public Libraries in Wales has set out the following recommendation:-

IX. CyMAL should work with stakeholders to develop guidelines and appropriate documentation for partnership agreements setting out the minimum requirements which would enable a community supported library to be considered as part of an authority's statutory provision. Legal advice should be sourced as part of the process. The criteria for a community supported library to be included as part of the statutory provision should be developed by CyMAL by January 2015 for implementation from April 2015

Further to this CyMAL have conducted a preliminary study and have confirmed that the proposed criteria will be issued within the next two weeks. CyMAL have

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confirmed that there will be an opportunity to give Authority feedback for consideration prior to implementation in April.

I will of course ensure that the Principal Scrutiny task receives an update of the position for circulation to the Committee as soon as this becomes available.

Future Provision of Library Services in Cardiff – Options

In relation to CyMAL's position in relation to a potential closure of the Central Library. I can confirm that CyMAL view Central Library as Wales' premier Library and were most perturbed when the Library closed one day a week as a result of the budget efficiencies in 13/14. CyMAL have been fully briefed on the options set out before Cardiff's citizens and have indicated that they are supportive of the Hub strategy. During this briefing CyMAL were made fully aware of the Central Library Hub proposal and were very positive on the benefits that this will deliver to the Communities of Cardiff. CyMAL were not asked at this meeting whether they were supportive of an either/or option in relation to budgetary efficiencies and Central versus Branch Libraries. CyMAL have been fully consulted on the Library options, but it is not their established practice to submit a written response. If this is deemed necessary by the Committee an official request will need to be submitted to CyMAL. Please let me know if you would like this request to be made.

I am of course more than happy to provide evidence of the research that has taken place and this is attached in appendix 1 to this letter. In addition, the research that scrutiny carried out was considered and influenced our approach. Contact has been made with the Welsh Co-operatives Council for them to carry out a research piece that will support the individual proposals and this can be shared when received.

It is pertinent to point out that the consultation is not asking for formal offers from commercial/communities groups, but to gauge reaction so that the Council can have confidence in setting its budget for 15/16 expressions of interest only are being requested. Following the conclusion of the consultation an appropriate procurement process will take place. However there has been a significant degree of engagement led by the Partnership and Community team. To date ten City wide and three specialist group events have taken place attended by over 500 people. Flyers were distributed at the events asking if people were interested in taking over a building or volunteering. This Flyer has been included in the consultation questionnaires which have been made available at Libraries and Leisure Centres across the City. Many members of Community groups are of course members of the individual Libraries and the Libraries member database has been utilised to distribute emails alerting members of the Community of the present consultation and the opportunities it offers community and commercial partners to get involved in the delivery of services. Full Property details have been positioned on the Strategic Estates website in addition to the web activity that you have referred to in your letter.

Five Stepping up workshops will take place in January and these are being promoted through social media/twitter/website etc. Promotional reach has been maximised through the co-operation of Council partners e.g. The Neighbourhood Partnership teams, Communities 1st Clusters and family providers amongst others.

I am of course fully aware that it will be necessary to ensure appropriate support services are available in the ongoing delivery of library services within Cardiff. I note your comments relating to the Governor Support Service and will investigate possibilities. Supplementary to this consideration will be given to appropriate support mechanisms, including a training package, to ensure the ongoing quality of service provision. As you will be aware there are proposals for the appointment of a Neighbourhood Development Librarian in each of the Neighbourhood Partnership areas who will also be key in providing continued professional support and advice.

In relation to Cllr Cowan's statement to the Committee it is indeed a core entitlement that Authority run libraries must be free to join and I would concur that we must be mindful of any negative impacts on deprived citizens within Cardiff. It is however the case that community run libraries have been successful in securing funding through donations, grants etc and I will be advocating that this approach is followed.

As you have stated the qualified Neighbourhood Development Librarian is a distinct role and as such very different from existing posts within the service. Where possible I would welcome existing staff to apply for these roles.

I note your concerns relating to e-book provision and as already shared with the committee there have been concerns relating to quality of provision and issues with ease of access to e-services. A review of E-services will be included in the Directorate Business Plan 15/16 and the Committee will have sight of this through the usual channels.

The Partnership and Citizen Focus team are in the process of establishing plans and processes for the distribution of the consultation results. I am sure that this information will become available shortly.

Community Action for Rumney Library – Petition

I apologise for the removal of the Adult Community Learning Class from Rumney Library. I can assure you that I was completely unaware that this had taken place. I can confirm that the class has now moved back to Rumney Library.

I will consider your final point regarding Local Studies materials and will ensure that all key materials are retained and remain accessible to the public.

Yours sincerely
Yn gwyir

Councillor / Y Cynghorydd Peter Bradbury
Cabinet Member for Community Development, Co-operatives & Social Enterprise
Aelod Cabinet Dros Datblygu Cymunedol, Mentrau Cydweithredol a Mentrau Cymdeithasol

Appendix : Research

City of Cardiff Council currently invests £3.9 million per annum in its Library Services. These services are delivered from a network of buildings across the city and through locality-based mobile provision via neighbourhood librarians and the mobile delivery service. A review of library provision within Cardiff is necessary due to financial pressures and the demands placed on the service. Therefore a variety of new delivery models have been researched and consideration taken from Society of Chief Librarians (Wales) and council's across the UK.

All library services within Wales continue to be delivered by the local authorities but some aMutre testing working with volunteers. The most recent summary of the situation in Wales is captured in the Society of Chief Librarians (Wales) position statement on volunteering in public libraries (http://www.goscl.com/wp-content/uploads/SCLWales-Statement-on-Volunteers2013.doc

SCL (Wales)
Position Statement on Volunteering in Public Libraries

"A Volunteer is someone who chooses to give use of their time without an expectation of any financial reward, for the good of others. It should also benefit them in some way".

1. Background

- Within the current context of changing times, there is an identified need for a document giving guidelines, information and general advice for any SCL (Wales) members who might be interested in this topic.

- SCL (England, Wales and N.Ireland) issued a 'Policy on Volunteering' in public libraries (August 2012 http://www.goscl.com/scl-publishes-policy-on-volunteering-in-libraries/), but the Welsh experience of managing volunteers has been very different to other parts of the UK.

- SCL (Wales) therefore felt it appropriate to retain a separate Position Statement of their own.

2. Current Situation

- Historically there has been a diverse situation across Wales: some authorities have used volunteers but in limited number and circumstances. In others volunteers have never been used. For a number of reasons this situation may be changing, with more authorities now becoming interested in their potential involvement.

- Situation in Wales:

In both 2009 and 2010 an SCL (Wales) questionnaire to members established that 4 authorities did have some volunteer involvement in libraries, but that this was very informal and limited in number. 2 other authorities were drawing up plans to actively promote, recruit and engage with volunteers.

In 2012, the same questionnaire revealed that:

- 11 authorities are now engaging with Volunteers and of the 11 who aren't, 7 of these are looking at the possibility.
- The most popular involvement of volunteers is for: Local Studies projects (4 authorities) and the delivery of library services to housebound customers (4). However they are also being used to: help deliver ICT sessions; the Summer Reading Challenge; children's activities
- The number of volunteers is mostly very small scale (5 or under), but one authority has 15 volunteers delivering 'front of house' services (i.e. issue, discharge, renewals, reservations. Customer enquiries, etc)
- One authority has volunteers running a community library
- There is no set pattern in terms of who co-ordinates the volunteers, with 7 very varied job titles being given the responsibility across the differing authorities
- Of those engaging with volunteers, just under half are using a Volunteer Policy

3. Current Issues/Drivers

- *The economic situation*: with cutbacks in funding and potential closure of some libraries, alternative ways of delivering library services are being investigated. When a member of staff leaves they are not necessarily going to be replaced, and this coupled with a bigger drive on community 'engagement/involvement' means that the idea of unpaid volunteers working in libraries is increasingly attractive to many, as there are potential savings to be made, without necessarily having to close a library
- *Government Policy/initiatives* – both the Big Society and 'localism' agenda advocate councils considering the use of volunteers through engaging with the third sector in order to preserve and deliver frontline services such as libraries; social inclusion agendas, etc.
- *Welsh Public Library Standards, Framework 4* covering 2011-2014: WPLS 8(iv) includes a list of what library authorities who use volunteers must ensure they do, by 2014. This formally recognises the fact that volunteers have to be managed and supervised appropriately, acknowledges their legal situation and training needs, that there are National Occupational Standards for Managing Volunteers and each authority must aspire to achieve accreditation status.
- *Future governance options*: this is an ongoing discussion that may impact on future potential use of volunteers, depending on which (if any) model is adopted with reports published both for and against.

4. Risk/Cost Benefits

The introduction and involvement of Volunteers sounds easy and the general impression given is that there are no costs involved as they are unpaid. However, this view is too simplistic. The reality is that there are all kinds of costs that must be calculated and budgeted for. These will vary from project to project, depending on what exactly the volunteers are being used for, but will include:

- Recruitment
- Security
- Training
- Expenses
- Additional costs to keep the service running if the volunteers do not turn up
- 'Volunteer fatigue'
- Admin costs
- Reputational cost
- Potential impact on local authority standards and attainment
- Maintenance of quality of the service delivery.

Cumulative costs must be weighed up against the risks. However, the risks must be balanced against the benefits (physical, wellbeing and social – both to the individual and the community) of actively engaging volunteers.

5. Public Libraries and Volunteering

- SCL (Wales) have agreed to proactively/positively support the greater involvement of Volunteers in library services, where appropriate (i.e. to 'add value' to the service)
- Certain functions/roles within public libraries lend themselves to being suitable for volunteers. These include: assisting and enhancing the delivery of home services; story telling and activity sessions for children; Baby Rhyme Time sessions; Homework clubs; local and family history projects; ICT projects
- *Constructive dialogue with union representatives and library staff* should occur before volunteers are engaged, in order to aid proper communication and to engender a better working rapport and a sense of ownership
- SCL (Wales) recognises that there are several different '*models*' of volunteering in existence already and that the one chosen should be in line with local need. This could be:

    a) the library authority acting independently;
    b) a corporate approach used by all varying services that engage volunteers within that authority;
    c) a partnership with the voluntary sector organisations (at local or national level);

d) a regional partnership with other libraries/institutions, library authorities or regional voluntary partners;
e) an all-Wales agreement
f) a combination of all the above

6. SCL(Wales) Position Statement

- SCL(Wales) supports the use of Volunteers in libraries, as defined in the CILIP (UK) Policy Statement, amended in June 2012:

  at http://www.cilip.org.uk/get-involved/policy/statements%20and%20briefings/Pages/use-of-volunteers.aspx

  SCL (Wales) assert that where volunteers are used:

- There should be a *clearly defined policy* in place, before any volunteers are recruited. It should include a clear statement of expectations (on both sides), the nature of the relationship between volunteers and the authority, and the rights and responsibilities of each party.
- The policy should include guidelines on the recruitment, management and training of volunteers, within the authority's equal opportunities policy and should provide templates and documentation to formally implement volunteering
- Volunteers should only be used where they 'add value' to the library service. SCL(Wales) support their use in supplementation but not substitution (i.e. not to replace library staff or the core functions they perform)
- 'Core function' must be defined at local/authority level, and this definition may vary according to local needs
- They must receive suitable supervision, support and training for the specific jobs they are to undertake, in order to ensure quality control and that the quality of service to the end user is as high as possible
- Corporate policies (such as Health and Safety, CRB checks, Data Protection, Insurance, etc) should be applied consistently.

  In addition:

- SCL(Wales) will encourage SCL (Wales) members to explore innovative engagement of volunteers to achieve the enhancement of services that paid library staff can not hope to achieve alone

- SCL(Wales) is opposed to the introduction/use of voluntary labour, in order to compensate for the reduction or withdrawal of services caused by redundancies, non filling of vacant posts or inadequate staffing of libraries

- SCL(Wales) recognises that when properly implemented, volunteering in libraries can bring positive rewards to all concerned and should therefore be encouraged due to the following reasons:

  a) Benefits to Volunteers (physical, wellbeing or social)
  b) Direct community engagement (local people getting involved in the enhancement of services offered)
  c) Added Value (expanding social inclusion)
  d) Contributes to libraries being at the heart of the community (enhancing
  the standing of libraries and volunteers acting as advocates in demonstrating the value of what libraries do to others)

SCL (Wales) will review this Position Statement annually.

5.2 However, all options currently being tested could be equally applicable in Cardiff, should the Council decide to pursue this avenue. Examples include:

- Independent community library – no public sector involvement
  - *Asset owning* (following Community Asset Transfer) – owns its own premises (e.g. Grappenhall Library, Warrington). http://www.grappenhall.org.uk

  Detail Summary: The local authority library closed in April 2011. Friends group received the keys to the building from Warrington BC in December 2011. 4,000 books donated. One internet access pc. Building decorated by volunteers. Opened 4 Feb 2012. 315 members in first 3 weeks. Now up to 1,000 (April 2014). Free to join. £10pa to be a "friend" – membership goes towards building running costs. Open 14 hours per week over 4 half days (Mon & Tue 2 – 6; Thu & Sat 10 – 1). Registered charity – bidding for funding for kitchen, disabled toilets and double glazing. Website; on-line catalogue (microlibrarian); ebooks available.

  - *Non-asset owning* – no long term lease or freehold on premises (e.g. Primrose Hill Library, Camden) http://phcl.org/

  Detail Summary: Chalk Farm Lib closed March 2012; Primrose Hill Community Lib opened April 2013. 200 volunteers; 494 financial pledges totalling £593,000 – 20 year lease on building from Camden Council with rent relief on the first 6 years, plus "setting up grant" to help with initial expenses, and donation of all the books. High profile supporters (Joan Bakewell, Alan Bennett). Part time project manager to sort out utilities and IT requirements before opening. Employed staff include a Library manager, bookkeeper and a Librarian; Library Board of 11 volunteers oversee the running of the Library. Open 28 hours per week (Mon 10 – 6; Wed 2 – 8; Fri 10 – 6; Sat 10 – 4). Available for hire at other times. 100+ volunteers. On-line catalogue.

- Co-produced library – both public sector and community involvement
    - *Community managed* – community led and largely community delivered, rarely with paid staff, but often with some ongoing Council support and often still part of the public library network e.g. Buckinghamshire)

    Detail Summary: These are managed in a variety of ways. Some are entirely managed by local community organisations and volunteers and some are jointly managed with Buckinghamshire County Council. Customers can use their Buckinghamshire library membership card in a community library and reserve items as usual.

    - *Community supported* – council led and funded, usually with paid professional staff, but given significant support by volunteers (e.g. Lincolnshire)

    Detail Summary: The Council's executive members approved proposals to make library services more efficient. Under the plans, up to 40 smaller libraries will be run by their local communities, with the council continuing to staff 15 larger libraries in central locations. The council will provide a wide range of online services such as e-books and audio books. Targeted services will also continue, like the home library service for those unable to visit the nearest alternative because of disability, age, ill health or caring responsibilities. Implementation includes a transition period, giving communities the time they need to firmly establish their own facilities. Throughout this period, affected libraries remained open at reduced hours. Although staff continue to offer professional support on these sites volunteers play a key role in delivering the service.

    - *Commissioned community* – individual libraries or the whole library service, commissioned and fully funded by the Council but delivered by a not-for-private profit community, social enterprise or mutual organisation (e.g. Suffolk Libraries; Croxteth Library, Liverpool)

    Detail Summary: In the first arrangement of its type in the UK, and after extensive consultation with the people of Suffolk, on Wednesday 1 August 2012, all of Suffolk's 44 libraries and the mobile, school and prison library services were put under the direct control of the Suffolk's Libraries IPS Ltd, an independent company registered as a charity. Suffolk's Libraries has a long-term contract with Suffolk County Council to ensure the service is delivered to an agreed specification and to work with local community groups to develop locally-focused services at each library. The county council remains the statutory library authority, and monitors the performance of the library service through a framework that forms part of the contract.

    Since its opening in 2000, The Communiversity (Croxteth), operated by Alt Valley Community Trust has changed from an old person's home into a Lifelong Learning Centre with a fine reputation as a quality education provider and community resource. They now operate the library services under contract from the local authority. They initially became involved when they were approached by the council regarding

talking over the local sports centre, having already established a strong reputation for managing community assets and public services. At the time, the sports centre was host to the local library and both were financially unsustainable and suffering from under-use. Far from being an inviting place, the centre was protected by 2 security guards from 4:00-10:00 every evening. After purchasing the sports centre, Alt Valley Trust set about reconfiguring the services, and ultimately moved the library out of the sports centre and relocated it within their Communiversity building nearby. The library is now operated by 2 members of staff and one volunteer employed by the Trust. The arrangement is very much a partnership with the local authority. The authority provides revenue funding through a service contract, as well as integration with the managements system and book stock of the wider service enabling inter-library loans, and collection / drop off from any library. Engagement with the community is what has made this transfer a success. Book lending has gone up by 500%, and footfall has increased massively thanks to collocation with the centre. The library is now integrated with other community owned and oriented activity including a café, training and sports facilities. The result of connecting the activities has been a huge increase in use.

It is important to note that not all approaches are equally common. According to figures from 2013 independent community libraries are rare, accounting for only 5% of the total of revised delivery model libraries. Community supported and community managed libraries account for 40% each, and commissioned libraries account for 15%.

Grappenhall Library, Warrington

Grappenhall Library, Warrington case study

1 Local context

Warrington is situated in North West England. It is ranked 153rd on the index of multiple deprivation out of 326 local authority districts in England. It is one of the new towns developed in the 1960s. Its population has grown over subsequent decades, as has its economy.

As part of efforts to find budget savings, the council carried out a review of library provision in 2010. Members led the decision-making process and officers led the consultation on the future of the library service. Amongst other things, the 2010 review identified two libraries for closure: Great Sankey and Grappenhall.

In May 2012, as part of a wide-ranging restructure, Warrington Borough Council transferred its leisure, library and lifestyle services into a Community Interest Company (CIC), called Livewire, with a board made up of local residents and people working for or running significant local institutions, such as the local business park and college. A registered librarian sits on the CIC's board. Livewire operates 11 libraries.

The focus of this case study is Grappenhall Library, which is run independently by the Friends of Grappenhall Library.

2 Transition process

The initial review of the library service that led to Grappenhall Library operating as an independent library began in 2010. The council sought savings in the library service budget. The public consultation discussed options for how to reduce costs, including across-the-board cuts or the closure of two libraries and ending the mobile library service: 70 per cent of respondents to the survey preferred targeted to across-the-board cuts; 20 per cent opposed targeted cuts and 10 per cent did not express a preference between the two options. In addition to the survey, 28 consultation sessions were held at different locations and times (including weekends and evenings).

Two libraries were selected for closure (by the executive board of the council) on the basis of usage (Grappenhall and Great Sankey had around 2,700 active users, the equivalent of just over six per cent of library service users); proximity to another library (both locations are fewer than two miles away from another branch); and the likely social impact of a closure.

Once the libraries were identified for closure expressions of interest were sought from organisations that wished to take over the library buildings. A workshop was held for community organisations in order to brief them on the proposed process for transferring the buildings. The process required interested parties to set out their aspirations for the building; there was no expectation or requirement for expressions of interest to include the maintenance or provision of a library service in either of the buildings.

Warrington Borough Council had an asset transfer team that had developed a toolkit with which to assess the suitability of organisations seeking to take ownership of community assets and a protocol for the transfer of assets to communities; the process to transfer former-library buildings from the council to the community drew on this knowledge base.

Expressions of interest in taking over the two buildings were scored and meetings were held with the two successful groups.

In the period between closure of the libraries and the buildings' re-launch the council maintained the condition of the buildings.

In the case of Great Sankey, King's Church, a national organisation with a local branch that used the hall next door to the library, expressed an interest in taking over the building (to run it as a community facility not as a library).

In relation to Grappenhall (a small library with a single main room, a small staff room and small toilet) there was no pre-existing group to take over the building. Over the course of several public meetings a group of nine like-minded people (including a lawyer, a librarian, a retired director of social services, a retired GP, and a local government officer with understanding of health and safety issues) came together and a steering group was formed. Furthermore, an accountant offered his services to help set up and maintain the library's financial records so that it would comply with the requirements of Companies House and the Charity Commission; and the parish council gave access to the parish clerk's time, in order to help identify funding for the venture.

From June 2011, the group held monthly meetings with council officers in order to work out how the transfer could take place. Council support included the provision of specimen policies for such issues as data protection and health and safety; as well as support on the transfer of the building, based on work already carried out to support the transfer of youth clubs to community organisations.

The Friends of Grappenhall Library was incorporated under the Companies Act 2006 in August 2011 and became a registered charity in November 2011. The aim of the Friends of Grappenhall Library is to 'advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for residents.' The library building was formally transferred in December 2011 (via a licence pending finalisation of the lease) and the library was launched in early February 2012.

3 The model(s)

a) Basic information

The wider approach to leisure, library and lifestyle services in Warrington is via a CIC; 11 libraries are delivered through this model. The Grappenhall model is an independent non-statutory library run by the Friends of Grappenhall.

The original expression of interest in taking over the building submitted by the Friends of Grappenhall set out the following aims:

- to continue the provision of good quality books and periodicals for loan and reference in a comfortable, welcoming and easily accessible local setting for members of the Grappenhall community, especially children and their parents, older people who live close to the library and groups using the building

- to provide access to the internet for those in the local community who have no home access or need assistance with the technology
- to promote and encourage literacy and reading for pleasure through reading groups, storytimes and book related events

b) Staffing and funding

No full-time professional local authority library staff are involved in running Grappenhall Library; three librarians are involved in running the library (one based in a university, one in a business and one retired librarian).

The library is operated and supported by the community. As of August 2012, the library had around 50 active volunteers (including four board members, a 12-person strong library team overseen by a librarian and 15 volunteers who support community activities, eg preparing refreshments for drop-in sessions for older people). Where necessary, volunteers receive training and support from a professional librarian with experience of setting up new library services. Furthermore, three young people on Duke of Edinburgh community placements have worked with the library; a further placement is due in September 2012.

To date, many books have been donated to the library; and as of August 2012 it had nearly 5,500 books in stock (nearly 2,000 each of adult and children's fiction, 1,000 non-fiction books for adults and 500 non-fiction books for children). The Library sells surplus (duplicate) stock in the library and at local events, in order to raise money.

When the Library was part of Warrington Borough Council's Library Service, the branch had around 1,200 active members. In its short period of operation, the Library has attracted nearly 600 borrowers (over one-third of these are under-16s); between February and August 2012 the library issued approximately 3,750 books (around half of which were to under-16s).

The Library currently has around 135 Friends, each paying £10 a year.[1] Furthermore, by the end of the financial year 2011/12 the Library had received donations worth nearly £2,000; grants from parish and borough councils and Warrington Area South Board worth nearly £5,000; and had undertaken fundraising and trading activities that earned in excess of £2,000. Further applications for funding in the financial year 2012/13 include nearly £10,000 from the Big Lottery (to fund development of a kitchen) and around £30,000 WREN grant to fund the provision of toilet facilities. These are essential 'enabling projects' that will extend the kinds of activities and services that the library can offer.

The pattern of opening hours has changed slightly compared with previous arrangements but with no reduction in access to users. The old pattern of opening hours was Monday and Wednesday 2pm to 7pm; Thursday 2pm to 5pm and Saturday 9.30am to 1pm. Current opening times are from 1pm to 5pm Tuesday to Friday and 10am to 1pm on Saturdays.

c) Property

The building has been transferred to the community with no rent to pay. The council retains the freehold of the building and if for any reason the library fails the council can take back the building. The council expects the building will be used as a community facility that provides a number of functions ie the council does not assume the building operates solely as a library; indeed the council believes co-location of services is the right approach for libraries (building on its experience of the Woolston Neighbourhood Hub).

Warrington Borough Council has provided financial assistance for the first two years of operation (50 per cent of the costs in the first year and 25 per cent in the second year). The library was also given access to the council's excess furniture store to help furnish the library.

In the short time that the library has been in operation it has run two art exhibitions and a photography exhibition and provided rehearsal space for a choir. It aims to operate more activities and services in co-operation with the local authority and others, eg the police service will run a monthly surgery from the library from September 2012 and the careers service has approached the library to discuss the possibility of providing some of its services from the library.

d) System linkages

Grappenhall Community Library sits outside Warrington Borough Council's library management system and operates its own library management system (bought with financial assistance from Warrington Area South Board). In effect users have two library services as they can utilise the library service that is now operated by Livewire, as well as Grappenhall Library.

Grappenhall Library has its own IT equipment (some donated, some purchased). It does not currently operate public internet access; but intends to offer this service in the future.

e) Future plans

The Friends of Grappenhall Library proposes a number of extensions to the library's activities, in addition to the exhibitions and community policing, including:

- internet access
- homework clubs
- story times
- carers and toddler group
- evening activities for teenagers
- centre for Duke of Edinburgh Award voluntary activities for young people
- careers and employment advice

The key short-term developments, however, are the provision of kitchen facilities and improved toilet facilities, which will enable much greater community use of the building

4 Learning lessons

A number of lessons can be drawn from the Grappenhall process:

- the existence of an asset transfer team in the local authority eased the process of transferring the building to the community, as procedures to select and work with groups to effect asset transfers were in already in place
- the holding of public meetings enabled the members of the group that ultimately took on Grappenhall Library to identify each other and make the necessary connections – the meetings were held by a number of different bodies including the council, the parish council and the Friends themselves, this enabled people involved in different networks to interact with each other
- the existence in the local community of the skills and experience required to take over and run a library was a vital factor in ensuring the asset transfer took place over just six months
- the council drew on national-level support from the Asset Transfer Unit to support its wider work on asset transfer; learning from others and drawing on a wide knowledge base

- at times of significant changes in local authorities, legal and financial departments do not always have the capacity to deal with the requirements of community asset transfer; the main delay to the process related to the lease for the building, and a licence to occupy had to be issued in order to enable the Friends to take over the building in a timely fashion

5 Key documents or other evidence

More information about Grappenhall Library may be found via this link:
friendsofgrappenhalllibrary.wordpress.com/

More information on Livewire may be found at:
www.livewirewarrington.co.uk/

More information about Woolston Neighbourhood Hub may be found here:
www.livewirewarrington.co.uk/livewire-leisure/woolston-leisure-centre

Primrose Hill Library, Camden

Primrose Hill Library, Camden case study

1 Local context

The London Borough of Camden is located in central London. It is the 74th most deprived local authority district of 326 in England.

Camden Council reviewed library provision as part of wider efforts to reduce its spending in the face of cuts to its budget. The cabinet decided to reduce spending on libraries from £8 million to £6 million a year by 2014. The library service operated 13 libraries in 2010 in an area covering eight square miles when the review was undertaken in 2011/12.

2 Transition process

The change process was carried out within London Borough of Camden's overall vision for the library service, which is that Camden's libraries 'should be at the heart of their communities' and be 'places where people can connect to shared interests, resources and knowledge'. The strategy states that in order to deliver the vision the service needs to:

- be accessible in the ways, places and at the times that people need it
- ensure it is affordable to Camden and offers value for money
- offer spaces for a range of different uses by individuals and groups
- be connected to other services
- be relevant to our customers' needs and stay up to date

The council aims to achieve these priorities by:

- ensuring it invests in libraries that are well located and provide convenient opening hours, and make specific provision for disabled and other vulnerable people to facilitate access
- reviewing the service regularly to ensure value for money and the setting of challenging performance targets for each library
- providing spaces that meet a range of different needs for social and study space across the service as a whole
- providing help and support in accessing council and other public services, in a local and convenient setting
- ensuring that there is a range of library and information resources available including new formats such as e-books and online[ii]

ii. Vision, priorities and activities cited in Future Shape of Library Service and Implementation of Savings Programme, Report to Cabinet, 8 June 2011.

Of the £2 million savings target for the service, £400,000 a year was realised as efficiency savings in 2011/12 without affecting the service delivered to customers. Of the remaining savings £1.2 million was to be delivered in 2012/13 and a further £400,000 during 2013/14 onwards. The portfolio holder led a large scale public consultation to gather views on how the service might be delivered at lower cost.

The council consulted library users early in 2011. The consultation included a survey, customer and non-user focus groups, public meetings and meetings with Friends groups and stakeholders. The survey was made available in paper and electronic formats. It was e-mailed to about 33,000 people on Camden Libraries' email database, with one reminder email. The survey was also available in 13 libraries, to mobile and home library users and in a 19 Camden service points. Library staff also undertook outreach work, taking the survey to people in the street. The survey was open for two months. The survey received 5,114 responses (2,781 paper surveys and 2,333 e-survey responses). And a further 1,069 responses were received from a separate children's survey.

The council also ran a number of focus groups to discuss savings and the future shape of the library service. The focus groups showed different tastes and requirements among users; some consultees favoured a multi-functional community facility that included library services along with community, learning, children's activities and advice services; others favoured a move to have fewer, better libraries with enhanced study space, cafes and better provision of books and computers; others sought a community library model with highly localised provision; and some requested what might be termed 'retro libraries', ie quiet places with greater focus on books.

Both the survey and the focus groups considered a number of ways that the savings target could be made and sought people's views on potential options. The options highlighted:

- close three medium libraries
- close two large libraries
- close five smaller libraries
- close the mobile library
- have fewer staff and management
- 10-20 per cent reduction in opening hours
- increase fees and charges
- spend less on furniture and computers
- spend 40 per cent less on books and other items
- spend less on local studies and archives
- spend less on maintaining library buildings

The focus groups and survey respondents were also given the opportunity to express their views and were asked open questions about other ideas they might have for how the savings could be made. Their suggestions included selling stationery, renting space to businesses and other users, charging for use of the PC and holding exhibitions.

As well as getting feedback on options to make savings, the survey explored people's views on volunteering. It found almost three-quarters (72 per cent) of respondents were in favour of more volunteers being used in Camden libraries; and 36 per cent of respondents said that they would be interested in volunteering (with 74 per cent of those interested in volunteering saying they would be willing to volunteer for up to 10 hours a month).

Following the public consultation the council undertook a formal cabinet decision on how to make the £1.6 million savings required. The options proposed and officer recommendations were developed on the basis of: the outputs from the public consultation, a library needs assessment and an equalities impact assessment on all 13 libraries. The assessments took account of relative levels of deprivation, customer use patterns including travel, feedback on services that customer's valued, access to alternative provision and the local groups served. Based on this information three libraries were identified as surplus to requirements for Camden to meet its statutory duty for delivering a comprehensive and efficient public library service. A number of other changes were also identified to deliver the £1.2 million savings for 2012/13. These included, reductions to opening hours, changes to the management structure, a reduction in staffing levels, increased fees and charges and ceasing the mobile library service. Further reductions in costs will be made from April 2013 with changes to two more libraries, in order to contribute the remaining £400,000 of annual savings required of the service.

Elected members decided that whilst the libraries (Belsize, Chalk Farm and Heath libraries) would cease to be Camden public libraries the buildings would be offered, in the first instance, for community use – in response to public feedback on the wider community benefit derived from the buildings. The council asked for expressions of interest from groups that were interested in taking over the three buildings in September 2011; the deadline for proposals was November 2011. The council ran briefing sessions on the expression of interest process.

London Borough of Camden did not require those expressing an interest in taking over the buildings to run a library but in all three cases those expressing an interest wanted to maintain a library as at least part of the activities offered. The Winch (a local charity focused on children young people) was selected from three expressions of interest (EOI) received for Belsize Library. A new group was established in order to take over Heath Library (now known as Keats Community Library). The EOI to take over Chalk Farm Library building was made by the Primrose Hill Community Association, which worked in collaboration with the local Friends Group. The EOIs were scored using criteria that were published in advance and transparent to all those involved – the criteria included finance, governance, community need and equalities.

Prior to submitting the EOI, Primrose Hill Community Association had run a campaign to solicit pledges of support for the library, if it were saved. Using stalls in the street and other means they received 560 pledges to donate money (at the time of writing 80 per cent of these had been honoured with an average of one donation a day still coming in) and 220 pledges to volunteer to support the library. This gave the Community Association the confidence to submit the EOI, in the knowledge there was local support for such a move.

Primrose Hill Community Library, which was previously known as Chalk Farm Library, is used as an example of the process in this case study.

3 The model(s)

a) Basic information

The approach in Camden has not been given a specific name. Three (static) libraries in London Borough of Camden are currently community managed libraries that do not form part of statutory provision. The changes occurred in 2011 and 2012.

Primrose Hill Community Library re-opened under community management in April 2012.

b) Staffing and funding

There are no members of the council's library staff working in any of the three libraries. The libraries are managed and operated by the community.

For the first year of operation London Borough of Camden has given each library revenue support to cover the running costs associated with the building, plus the revenue costs to cover management at the number of hours that was previously in place. In addition to this funding, each of the three libraries also accessed funds from Camden's People Fund (which was established by elected members to help fund transitions to new arrangements for delivery of public services across the council). Each of the three libraries accessed around £50,000 from the fund. Money from the fund is released in tranches. The initial tranche was for £15,000 to enable the libraries to deal with the immediate costs of transition ahead of taking over the buildings from April 2012; the remainder of the funding is released on a quarterly basis. Each library is able to use the funding in the way that suits them best, for infrastructure such as a new Library Management System; or to fund adaptations to their buildings.

The original aim of the Primrose Hill Community Association was to establish an endowment of around £1.2 million which would be used to generate income that would enable the library to continue. In the event £600,000 was raised. This was not enough to establish an endowment but it was enough to run the library for a number of years – before going down this route the Community Association discussed what it should do with some of those who had made some of the largest donations.

Primrose Hill Community Library is governed by a separate management board that sits under the umbrella of Primrose Hill Community Association, which is responsible for the finances of the library. The board of 11 contains four trustees from the Community Association. It is possible that the library could become a separate body at some point in the future but such a move is not part of the plan.

As well as its volunteers, Primrose Hill Community Library aims to employ its own librarian – it was noted in consultations that normal routes for advertising the post through a professional body for librarians were not open to the library because it was managed by the community.

Support in recruiting and managing volunteers was provided by the Volunteer Centre Camden.

It is anticipated that all three libraries will have extended opening hours, relative to those that operated in the past; and will provide a wider range of services than was previously the case.

c) Property

Each of the buildings was different: the London Borough of Camden owned the freehold of Chalk Farm Library within the Housing Revenue Account; Heath Library occupied a building owned by the Corporation of London; and the library in Belsize Park was owned by Camden but with historic covenants attached.

The lease on Primrose Hill Community Library is an internal repairing lease for 20 years and it gives Primrose Hill Community Library 100 per cent rent relief for the first six years. Rent relief is reviewed by the council on a three year basis. In the case of Primrose Hill Community Library, six years was agreed in the first instance linked to the business model proposed.

The Primrose Hill lease is for community and library use (ie the building should not be used for purely commercial purposes); and it is anticipated that provided the building is operating along similar lines in six years' time rent relief could still be available in line with the council's policies and priorities at the time.

Staff and volunteers working in the building and insurance for the internal space and activities are the responsibility of those operating the library.

d) System linkages

London Borough of Camden gifted the existing book stock and furniture to the community groups; but the libraries do not form part of Camden's statutory provision and are not part of the Library Management System. Thus the libraries will be responsible for updating their own book stock and maintaining records of borrowing etc. Information from the Library Management System was migrated. London Borough of Camden also gifted PCs to the libraries, but these are no longer linked to the council's IT infrastructure.

Once the EOI process had been concluded, Camden ran a couple of sessions with the successful organisations in order to discuss issues associated with data management, data protection and security issues associated with public access terminals.

Since the community managed libraries were established there have been adaptations in their relationship with the council, eg two of the libraries now use the council to buy new book stock, as London Borough of Camden can do this on more favourable terms than they have been able to achieve; and a volunteer arrangement has been established so that books ordered from London Borough of Camden are collected and dropped off at the community managed library for the convenience of their users.

e) Future plans

London Borough of Camden has started to facilitate a network of libraries located in the borough (which is home to the British Library, the British Museum, university and commercial libraries, as well as libraries in schools and local museums). The network is one way of ensuring the community managed libraries are supported and feel part of a wider library community that is able to provide support and assistance. Just fewer than 40 organisations were represented at the event. The group is now exploring how best to facilitate discussion and the exchange of information within the network.

4 Learning lessons

There are a number of points that local authorities and community organisations considering similar approaches may find helpful to consider:

- effective support for new models and ways of working is important – both in terms of financial support, expertise and officer time
- developing new models and the processes needed to deliver them requires the input of colleagues from across a range of council departments, eg property services, procurement, legal services, finance and those specialising in grants and community development
- council management information systems do not necessarily provide data in a way that is useful to community groups, eg council data on the running costs of buildings may include central re-charges and utility costs that are part of large contracts that will not apply to small community organisations – steps need to be taken to ensure relevant data, eg readings of actual electricity usage can be made available to groups expressing an interest in taking over a former library building
- an open and transparent process for expressing interest in taking over a former library building is essential – but this does not preclude preliminary discussions on local groups' requirements prior to finalising the EOI process and paperwork
- assets have different and particular conditions that need to be taken into consideration – the transfer of former library buildings to communities is not a one-size-fits-all process
- the EOI process included scoring proposed governance arrangements, as a means of ensuring processes were in place to sustain the community organisation that was taking over the assets
- communications has an important role to play: from encouraging a wide ranging response, to public consultation and helping to publicise subsequent opportunities and changes
- the process in Camden worked as there was local capacity and willingness to take on (and raise funds for) the local libraries – some communities may not have the same appetite or capacity
- those interested in taking over a library need to be aware that there is a difference between running a campaign and running a library; steps need to be taken to manage this transition
- a local network of librarians can help community managed libraries avoid unnecessary mistakes, develop practical links and feel part of a wider community of libraries

5 Key documents or other evidence

The following link has more information on changes to library services in Camden:
camden.gov.uk/ccm/content/leisure/libraries-and-online-learning-centres/library-savings-programme.en?page=1

More information about Primrose Hill Community Library is available via the following link:
phcl.org/

Buckinghamshire case study

1 Local context

Buckinghamshire, in South East England, is a relatively affluent county with a two-tier local government system.

Following a public consultation on the library service that ran from November 2010 to February 2011 a move to a 'county and community' model was agreed by the cabinet in 2011. The main driver behind the review and the proposed changes to the service was the need to make financial savings. The county council aimed to make overall savings of £56 million over 3 years. The new model for community libraries is expected to realise annual savings of just under £500,000.

The county already had a track record of self-managed community libraries that worked with the library service, eg via a shared IT system, allowing users to access libraries across the county.

Farnham Common Community Library began in October 2011. It was the first community library formed under the new arrangements and, where appropriate, it is used as an example in this case study.

2 Transition process

The council sought to develop 14 community partnerships with local community groups, parish councils and partner organisations over a two-year period. The 14 community libraries will be supported by nine (larger) county libraries and they will also have access to online reference material and reservations across the south east of England. It should be noted that libraries at Burnham, Bourne End and Micklefield were excluded from the consultation as they are part of an ongoing Lottery project; these operate in addition to the 14 community libraries established as part of the most recent review.

The nine county libraries are: Aylesbury, High Wycombe, Amersham, Chesham, Beaconsfield, Princes Risborough, Buckingham, Hazlemere, and Marlow. These are more urban locations or areas of high population.

The 14 community partnership libraries are: Castlefield, Chalfont St Peter, Farnham Common, Flackwell Heath, Gerrards Cross, Great Missenden, Haddenham, Iver Heath, Ivinghoe, Long Crendon, Stokenchurch, Wendover, Wing, Winslow. These are predominantly rural locations. Farnham Common Community Library is located close to the village centre.

The community libraries operate with different governance and management arrangements, eg parish councils take a lead role in some areas and in other areas community groups are in the lead.

The 2011 visitor figures for the 14 community libraries show they made up 19.7 per cent of the total visits across the service (Annex A provides a breakdown of usage by library).

Buckinghamshire County Council held a public consultation on the future of libraries that ran from 9 November 2010 to 1 February 2011. In order to ensure the consultation process was inclusive, the consultation documentation was made available in standard and large print versions, an audio version for people with visual impairments was also produced, and the documentation was also available in Urdu. The consultation invited residents, community groups, local businesses and organisations to work with the council in order to find lower cost ways of delivering sustainable local library services. The council held 14 information meetings attended by approximately 1,000 people.

The lead and/or the deputy lead member for community engagement (which includes the libraries portfolio) addressed each of the public consultation meetings on behalf of the council. Follow-up workshops were held in most communities, together with additional local meetings with community groups and residents. In some wards, such as Haddenham, Ivinghoe and Wendover local ward councillors took the lead in responding to the changes; but this did not happen in all affected wards. The council also received over 100 letters and emails in response to the consultation.

The council held a survey that received around 3,000 responses (the equivalent of approximately three per cent of library users): 45 per cent of respondents agreed with the proposed delivery model; 34 per cent disagreed with it; nine per cent had no view; and 12 per cent didn't answer the question. Over one-third of respondents expressed interest in getting involved with their local library, along with 189 organisations that expressed an interest in working with a local library. Opposition to the proposals came from some parish and town councils – that expressed concern at a potential disproportionate adverse impact on rural areas – as well as from residents of those areas most affected by the proposed changes.

In the case of Farnham Common, an initial consultation meeting on the changes to the library service was not well attended. A subsequent meeting was held by a local councillor in order to enable local discussion. The manager of Little Chalfont Community Library (an established community-managed library) attended one meeting and shared their experience of the practicalities of operating a community library, eg establishing and managing volunteer rotas, operating IT etc. This locally organised knowledge-sharing process was very helpful in generating the development of a group and a business plan for the library.

With financial support from the council and the practical assistance of the local scout troop, Farnham Common Community Library carried out a survey of 4,000 homes to assess interest in supporting the library. A response rate of 16 per cent was achieved; over 200 respondees were identified as willing to support the library – this figure has now grown to around 500 people on the library's database.

There is variation in local governance and management arrangements across Buckinghamshire, in some instances new friends groups were established, in order to take over a local library (eg in Winslow, where the town council opposed the plans); in other cases a Village Hall Trust led work on the transition (eg Ivinghoe). Parish councils took the lead in Long Crendon and Stoken Church.

Farnham Common Community Library is operated by a group of people who came together in response to the original consultation. The group contained members with many of the skills and much of the experience required to operate a library successfully, ie the group included accountants, someone with PR expertise and an ex-librarian. The group has established a charitable trust that is in the process of being formally registered with the Charities Commission.

3 The model(s)

a) Basic information

The Buckinghamshire model is called the 'County and Community Model' reflecting nine (static) county libraries and 14 (static) community libraries.[iii] The 14 community libraries are part of the statutory library service. Eight libraries became community libraries between October 2011 and Jul 2012; six more are due to transfer between July and December 2012.

b) Staffing and funding

The model allows for variation in local arrangements: for smaller community-led libraries that are managed by a voluntary management committee, the council provides support through an annual Resource Grant to cover some of the non-staff running costs of the library, the continued provision of loan stock and connections to the county's library network, plus computers for the use of library users. For larger community libraries led by community partnerships, the council manages the building with a reduced level of staffing and the community provides volunteers and fundraising activities to ensure the identified savings can be achieved.

Relations between Farnham Common Community Library and the library service of Buckinghamshire County Council are positive; but no full-time member of the council's library staff works out of the library. The council provides training to volunteers on the library management system and the IT equipment required to operate it; although one of the learning points highlighted in consultations was that a library run on the basis of a large number of volunteers requires a relatively large number of people to be trained on the IT system (ie more than eight people), in order for the library to operate effectively.

iii. It should be noted that three community libraries were established in 2007 under a different process.

In addition to the annual Resource Grant of around £5,000 provided by the council, Farnham Common Community Library receives support from the local community, including volunteering, donations, Friends subscriptions and other support. There are around 500 'live entries' on the community library's database; with around 30 volunteers operating on a rota basis, each doing four hours a week every two weeks. Donations have come from the Rotary Club of Burnham Beeches, the parish council's proceeds from the Christmas Carols on the Green, SEGRO (operators of the nearby business park) and Farnham and Hedgerley Horticultural Society. Furthermore, a local horticultural firm maintains the library's gardens free of charge. Duke of Edinburgh volunteers also reorganised the Teenage Section of the library.

Farnham Community Library is open Tuesday 9am to 5pm, Thursday 9.30am to 5pm; Friday 9am to 5pm and Saturday 9.30am to 1pm. This compares to just 17 hours a week under previous arrangements.

c) Property

The Buckinghamshire model allows for co-location of libraries with other services, eg in Great Missenden work is underway to co-locate local business as well as public service with the library, and in Ivinghoe, the Post Office is co-located with the community library.

In the case of Farnham Common Community Library the buildings are leased by the library from Buckinghamshire County Council at a peppercorn rent as part of a 25-year agreement; the council remains responsible for maintenance and external decoration. The community library is responsible for interior maintenance, cleaning, insurance, rates and utility bills.

Farnham Common Community Library incorporates a Surestart Children's Centre and an office for local Thames Valley Police Community Support Officers – both pay rent to the community library, which provides additional income to cover the costs of running the library.

d) System linkages

Each community library has a contract with Buckinghamshire County Council whereby the community library is committed to provide core library services and in return the county council provides an annual book stock allocation, PCs for library users and technical and online support to staff at no charge.

Farnham Common Community Library has a Resource Agreement with Buckinghamshire County Council. The agreement requires the library at least maintains the opening hours that pertained under previous arrangements, ensures the service remains free, operates the same fines and reservations charges as the council; it also ensures access to the library network, so that users experience no difference in the service, eg for inter-library loans.

Farnham Common Community Library could buy its own books and enter them on to the county's system if it wished to but it has opted to be part of the council's agreement with a distributor. This arrangement removes the need for volunteers to enter new stock on the system and it also gives the library access to a 'top 10 service' that ensures the library can respond to the latest borrowing trends.

e) Future plans

As part of the learning that came out of the development of community libraries, the council plans to undertake a simplification of its internal processes, eg in relation to legal issues and property, in order to make it easier for voluntary groups to run council services.

Plans to establish a county-wide group or forum once all of the community libraries are established were also reported during consultations. The forum would enable the different community libraries to share ideas and learn from each other.

Farnham Common Community Library aims to establish itself as a charity so that it can gain the benefits of charitable status, eg a reduction in non-domestic rates; it also aims to develop corporate sponsorship, once charitable status has been achieved. There is no room on the premises to operate a cafe or to sell other items to generate income.

4 Learning lessons

The success factors were reported to be:

- an open and honest presentation of the financial situation and a request by the council for help from local communities
- a clear statement of the options available
- a shared desire to protect the library service
- regular communication and dialogue between all parties, including the sharing of ideas
- ongoing specialist support to those running the service eg legal and IT support, to enable management groups to concentrate on running the service
- provision of a single point of contact for community groups to assist them to navigate their way through the council's processes
- a five-year resource agreement between community libraries and the council, which gives a degree of predictability to the income that community libraries may anticipate in the early years of operation

One area where there was room for improvement was in the complexity and the time taken negotiating the legal issues associated with transferring a service out of the council and into the community. The observation was made, that the changes would have been easier to implement if a process to simplify the council's processes had been carried out before the transfer programme had begun.

Learning points from the Farnham Common Community Library include:

- locally available expertise meant credible local proposals could be developed in a relatively short period of time
- Buckinghamshire County Council's desire to talk and discuss issues with the community was positive and helpful
- a local councillor ensured dialogue and discussion took place in a timely manner, which ensured time was not lost in developing a local response to the council's proposals
- the establishment of a group of local people who wanted to work with the council to achieve a shared, practical and affordable solution (as opposed to campaigning against proposed changes) ensured a relatively smooth transition process

5 Key documents or other evidence

Further information may be found at:
www.buckscc.gov.uk/bcc/libraries/future.page

A copy of the consultation booklet may be found at:
www.buckscc.gov.uk/assets/content/bcc/docs/culture_learning/libraries/library_consultation1.pdf

A copy of the report summarising findings from the consultation may be found at:
www.buckscc.gov.uk/assets/content/bcc/docs/libraries/library_consultation_report_april2011.pdf

- A copy of the report to the Overview and Scrutiny Commissioning Committee may be found here:
  democracy.buckscc.gov.uk/Published/C00000656/M00004471/AI00016766/$libraryitem22March2011.docA.ps.pdf

- A copy of the cabinet paper of April 2012 may be found at:
  democracy.buckscc.gov.uk/Published/C00000107/M00005054/AI00020875/$CommunityEngagementreport.docA.ps.pdf

- More information on Farnham Common Community Library may be found at:
  www.buckscommunitylibraries.org/farnham-common/

Lincolnshire case study

1 Local context

Lincolnshire is a rural county in the east of England. It is the fourth largest county in England with sparsely populated areas and a mix of towns and villages with the City of Lincoln at its centre.

Local authority officers and elected members have discussed the evolution of the library service for a number of years; after the Government's Comprehensive 2010 Spending Review, the council adopted a "core offer" that envisaged £4 million of savings in the budget for cultural services (of which £2.1 million was due to come from the base budget for libraries). Officers and members have worked together to realise these savings, while minimising their impact on service users. The cuts have been end-loaded to allow maximum time to identify savings.

The likely shape of the service is emerging but the authority's position is:

"While we've no plans to close any of our static library sites, the service will certainly have to evolve. It's likely that volunteers and shared premises will both have a role to play. However, the present service won't be affected until we've had consultations with communities over the next couple of years."

A number of communities have expressed their willingness to work in partnership with the county council to deliver the library service; an organic process of change has begun.

An example of local initiative in taking over provision of a local library service is in Saxilby. The parish council approached the county council in 2008 to express its willingness to take over the running of the local library; Saxilby Library is the focus of this case study.

2 Transition process

The library service has not been reviewed recently, but a Library Needs Assessment was underway at the time of the research for this case study. Members have set the parameters of the budget for the service. Officers within the Library Service have led the work on the Library Needs Assessment, and have called on support from staff in the following council services: legal, financial, human resources, business change management, information technology, procurement, performance management, workforce development, research (via the Lincolnshire Research Observatory) and external bodies (eg Experian, Mouchel, Intellident, LMS suppliers), and other library authorities (mainly through the Society of Chief Librarians).

The development of community supported libraries in Lincolnshire to date has been a bottom-up process, ie libraries have not been selected by the council; rather communities have approached the council as partners willing to support the provision of the library service.

Saxilby is located seven miles north-west of Lincoln. It has a population of around 3,500. The parish council employs staff, operates premises and controls the local grounds maintenance contract for the village; it therefore has demonstrated its capacity to manage and operate public services.

The library was located in a prefabricated building that was under-occupied since it lost its co-located NHS partner in recent NHS re-organisations. In 2008, the parish council suggested the county council sell the library and re-locate the service to the community hub run by the parish council; thereby adding to existing facilities that now include sports changing rooms and sports fields, a bar, a kitchen and meeting and function rooms. Initially the county council declined to act on the suggestion, in part because it could not ring-fence the proceeds from a sale of the existing library to fund a re-location.

In the wake of the 2010 Comprehensive Spending Review and the subsequent cuts in the library budget, the county council approached Saxilby with Ingleby Parish Council in order to see if it still wished to take over the local library. The parish council confirmed its interest. The county council encouraged the establishment of a Friends group for the library in order to demonstrate local commitment to the library. Furthermore, a survey of users and residents was undertaken, in order to gather local people's views; the parish council's proposals were adopted as a way forward for the local library.

The parish council had already undertaken improvements to its centre by utilising a £70,000 loan from the Public Works Loan Board (PWLB). The improvements to the facilities included changes to toilets and kitchen facilities, which in turn made space available for the re-location of the library. Once it was agreed that the library could re-locate and the parish council could take over responsibility for operating the library, the parish council borrowed a further £50,000 from the PWLB to fund the alterations required to enable the re-location of the library. The library is due to open in its new location in October 2012.

Lincolnshire County Council and Saxilby with Ingleby Parish Council have signed a 10-year Service Level Agreement that sets out the arrangements for the library; and Saxilby with Ingleby Parish Council staff work with local library volunteers to assist library users. It should be noted, however, that the Friends group was initially reluctant to support changes that resulted in the loss of library staff jobs. It is anticipated that the service to library users will be largely unchanged, though some elements of the service that took place on site will, in future, be undertaken remotely, eg inter-library loan requests will be dealt with online, rather than in person.

3 The model(s)

Currently in Lincolnshire there are 49 static sites and 10 mobile libraries, plus libraries in two prisons, one immigration and repatriation centre and support for two hospital libraries. A number of different arrangements for community management and support to libraries operate across the county, with pilot projects testing out what works in different circumstances. Local operations vary from a community book deposit with 300 items of county council book stock to multi-faceted and complex operations, such as those in Saxilby, which include a complete library with access to the People's Network and printing facilities.

The council has not given a formal name to its approach, which is best described as an evolutionary approach, underpinned by a Library Needs Assessment. The council is still forming its view on which elements of its provision should form part of the statutory service and which elements should fall outside statutory provision.

As noted above, different local arrangements apply across the county; some libraries have professional library staff on site, others do not.

In April 2012 the county council created its first Library Development Officer to support communities interested in taking on library operations.

When the library opens in Saxilby there will be no permanent presence from professional library staff employed by the county council; three librarian posts were offered relocation as part of the changes, although two chose redundancy. The new library will operate as part of a community hub operated by the parish council. The hub has a cafe/bar, meeting and function rooms, kitchen and storage facilities. There will be staff presence in the hub from 10am to 11pm; the bar operates from 3pm to 11pm and the library will open from 10am to at least 7pm (the contractual minimum required by the county council is for the library to be open 49 hours a week).

The parish council's staff, based in the hub, will oversee the library. A self-service kiosk (provided by Lincolnshire County Council) will be located in the cafe/bar enabling staff to oversee its use. Furthermore, glass doors will enable cafe/bar and kitchen staff to see into the library. Parish council staff will be supported by a group of volunteers coordinated by the parish – the target is to achieve 14 hours of volunteer-time a week to help operate the library. Previously, the library was open for 14 hours a week using three county council staff with support from volunteers two hours per week. The parish council – via a parish councillor with training on managing volunteers – is providing support to the Friends group in recruiting and organising volunteers. The parish council's insurance policies cover staff and volunteers under its direction on the site – to date the district council has covered the cost of insuring volunteers at the library.

In line with previous arrangements, book stock will be brought to and from the library under the county council's courier contract. The county council retains ownership of the book stock and will replenish it as part of the Service Level Agreement between the county council and the parish council; Lincolnshire County Council operates dynamic stock system, whereby requests made by customers will be retained by Saxilby until requested elsewhere.

c) Property

The current library building is owned by the county council; the new library will be located in premises owned by the parish council. The county council will provide the parish council with a level of revenue that is sufficient to repay the PWLB loan with interest over a 10-year period, plus some funding to cover incidental office costs. The new arrangement will save the county council £26,000 a year.

d) System linkages

Lincolnshire County Council is funding the library service in Saxilby via a 10-year Service Level Agreement. The SLA is an agreement between two local authorities and, as such, the services it covers are not subject to competitive tender; therefore, should both parties wish it, the arrangement can be continued in future.

The SLA sets out the quality and targets required of the library and a Library Development Officer will check to ensure standards of service are maintained. Data on the number of books issued, numbers of people using the library, number of members and new members, the level of staff and volunteer time in the library and any emergency closures will also be collected.

When customers wish to interact directly with the library service, eg to arrange an inter-library loan, they may do so via the Internet. Lincolnshire County Council has provided and will maintain four personal computers with Internet access for use by the public on site. As part of a wider move, since April 2012 the county council has centralised its call handling for all library and heritage sites. This service is available 9am to 5pm, seven days a week. The service covers book reservations and renewals. The Customer Service Centre also alerts customers to any overdue items by phone.

The parish council, as a public authority, has to abide by the Data Protection Act and the Freedom of Information Act; and all staff and volunteers handling personal data have to be trained in abiding by the relevant legislation. Work is in hand to commission a new library management system which will limit access to personal information by non-Lincolnshire County Council personnel.

e) Future plans

The county council is currently undertaking a Library Needs Assessment, and is piloting a series of different models for community management and support for libraries, to see what works. Following wider public consultation, the council anticipates greater involvement of volunteers in running the library service and more co-locations of libraries with other services or providers.

4 Learning lessons

There are a number of lessons at the level of the county council, including:

- Radio Frequency Identification (RFID) self-issue technology is important in achieving successful moves to locally managed library services that remain part of the overall library management system
- a willing local partner is important if transfer of responsibilities are to take place smoothly
- a Library Development Officer to support a community during and after a transfer or development is important for all parties concerned with managing changes to community managed libraries
- a whole service approach to encouraging volunteers across the council helps attract and support volunteers; the county council's Economy and Culture team has recently achieved Investor in Volunteer Status and the library service has drawn on lessons learned from the experience of working with volunteers on museums and heritage sites

- local consultation is important – it can result in a number of volunteers being identified to support the delivery of the library service, as well as build local residents' understanding of the need for change
- communication with staff and public is important in order to stop gaps in information being filled by rumour and speculation

There are a number of lessons at the level of the local parish council and library, including:

- a parish council is more able to respond to proposed changes to a local library service if it knows what local people want; in the case of Saxilby Library, the parish council knew local people wanted the service to be protected and was able to act accordingly
- a parish council with a track record of employing staff, managing buildings, delivering services and operating contracts is more easily able to do deals with a county council to take over the operation of a library than parish councils without such experience

- the existence of an established community hub with the ability to generate income and cross-subsidise services made the re-location of the library financially feasible, while the ability of the library to increase footfall to the community hub's cafe/bar also meant relocating the library to the community hub made business sense for the parish council
- the relatively low level of interest rates offered by the PWLB and the county council's willingness to sign a 10-year SLA that enabled the parish council to pay back the loan with interest meant the parish council was able to do the deal to relocate the library to a fit for purpose building
- parish councillors and staff need to familiarise themselves with the language and procedures of a county council in order to conduct negotiations and reach legally binding agreements – they also need to take independent legal advice when required
- county council officers may need to familiarise themselves with the procedures of parish councils, as parish councils do not operate to the same procedures as larger district and county councils, and cannot always respond as anticipated by officers

5 Key documents or other evidence

More information about Lincolnshire Libraries may be found at:
www.lincolnshire.gov.uk/residents/discover-libraries/

Further information about current library provision in Saxilby can be found at:
www.lincolnshire.gov.uk/OrganisationDetails.aspx?orgcode=319412

More information about Saxilby with Ingleby Parish council may be found at:
parishes.lincolnshire.gov.uk/SaxilbywithIngleby/index.asp?catId=14882

Suffolk case study

1 Local context

Suffolk, in the East of England, is a largely rural county. It operates a two-tier local government system. Suffolk County Council is 'committed to developing decision-making at a local level, to make it easier for local groups to put their ideas into practice, and drive improvement, building a partnership approach at a time of great financial challenge'.[vi]

The library service was set a target of reducing costs by 30 per cent by the financial year 2013/14. In 2011/12, 10 per cent savings were sought through efficiencies. The remaining 20 per cent was sought by developing a new structural model for delivering library services with the support of communities.

2 Transition process

Suffolk's library service has 44 static libraries and six mobile libraries. From August 2011, officers worked with eight groups associated with 14 libraries as pilot projects to explore how community governance and greater community involvement in supporting library services might work in the future – such as community outreach – and they identified the functions and help that such services would expect. As well as identifying the preferred model for the council, the pilot projects helped the development of a draft 'menu of delegated responsibilities', which sets out mutual expectations and responsibilities with regard to central and local functions in the library service.

When determining which new model to adopt, Suffolk County Council drew on best value guidance to develop four key tests:

- the statutory test: will the council be able to meet its statutory obligations?
- the financial test: how much will it cost, what are the set up costs, and will it meet the savings targets for the service?
- the aspirations test: how far does the option meet the council's aspirations on meeting customer needs and expectations described in the Vision, enhancing stronger community governance, opportunity for integration, meeting corporate priorities, and scope for innovation
- the sustainability and risk test

A fifth key test on partnerships and community ownership was added following a stakeholder workshop.

Following a review of library services and a public consultation in 2011, the council resolved in December 2011 to commission its library service from an Industrial and Provident Society (IPS) for community benefit.[vii] Two other options were considered: an in-house model and a company limited by guarantee owned by Suffolk County Council; neither of the other options offered the level of savings anticipated in the IPS model (less than 22 per cent compared to an expected 27 per cent saving from the IPS). It should be noted that a charitable IPS is eligible for 80 per cent mandatory relief on business rates (to give an indication of the savings on offer, in 2011/12 over £380k would have been saved if the service had been operated by an IPS).

The IPS model was selected by the cabinet on the basis that: "An IPS will have the lowest running costs and is most likely to meet the required savings. It would be registered with the Financial Services Authority (FSA) with charitable status and have greater potential for finding other income streams. It offers the most promise for future innovation, and reduced overheads."[viii] The report to cabinet went on to say that the IPS was the model 'most likely to meet both the Government's and the council's aspirations around community governance and inspire community groups to engage in the running of their local libraries.'

A shadow IPS operated from January 2012 and the IPS became fully operational in August 2012. In the first half of 2012, the IPS operated with a chief executive, a finance director and an interim board (the board contained local people, mainly drawn from the pilot groups, with the necessary skills and expertise to assist the development of the IPS). The task during the shadow operation of the IPS was to take an abstract concept and set of principles and to turn it into a practical reality. This included the transfer of 515 staff (180 full-time equivalent posts) from the county's library service to the IPS; a process that required good communication with staff and their representatives. It also included a process of culture change for staff as they moved from a multi-functional county council to being part of an independently run library service.

3 The model(s)

a) Basic information

Suffolk's library service has 44 static libraries and six mobile libraries. The council has commissioned its library service from an Industrial and Provident Society, which began operating in full in August 2012. Suffolk County Council has retained its statutory responsibility for library services and will continue to be accountable for ensuring a county-wide network is provided.

The council sets the strategic direction for the library service and has negotiated a contract with the IPS. The IPS is responsible for the budget and delivery of 'library enabling services, its central functions and the development of community governance'.[ix] If the IPS fails or defaults on the contract the council would step in, and in extreme circumstances take the service back in-house.

At the time of the research, the IPS's Board had not been formed (the interim board was still in operation). The board is subject to election by the membership. It is likely to consist of the IPS's chief executive, plus seven directors drawn from the IPS's membership (with the possibility to co-opt additional members either from the membership or from outside the membership). It is not anticipated that the Board will have more than 12 directors at any one time. The IPS has to hold its first AGM by August 2013; it is therefore important to build membership so that there is some competition for places on the Board by that date.

The IPS has two forms of member – incorporated organisations and unincorporated groups – with equality of status. Each member organisation/ group nominates someone to represent them in the IPS.

b) Staffing and funding

515 staff (180 full-time equivalent posts) transferred to the new independent Industrial and Provident Society in August 2012. At present, the IPS employs all library staff directly; although it is possible that over time local groups that are members of the IPS could employ staff transferred under TUPE regulations. The IPS was undertaking a review of the staff structure at the time of the case study research. The IPS has retained its own HR advisors – at one-third of the costs of the HR service used by the county council – to support the development of HR policies that reflect the requirements of the new organisation.

The county council retains sufficient in-house libraries expertise to ensure the council's statutory duties are met.

It is intended that local libraries will move to community governance with the organisations that run individual libraries being members of the IPS and, therefore, able to influence its operations. Each library should have local people as members and should work with local communities to improve services and reduce costs. At the time of the research for this case study a meeting of 18 areas interested in forming local organisations and friends groups had been hosted by the IPS, in order to progress this work. To date it has proved more difficult to establish Friends groups for the larger libraries that are not necessarily embedded in local communities; work is underway to try to address this issue.

It is anticipated that libraries could develop different arrangements, drawing on a menu of delegated responsibilities, where they may choose the level of responsibility that they want. It is intended that there will be a contractual or formal relationship between each library and the IPS – with grants given to each library in return for service performance. Initial consultations carried out by the IPS indicated that the most common form of arrangement, in the first instance at least, is likely to be unincorporated Friends groups, rather than incorporated organisations. Furthermore, some libraries are waiting for the introduction of a new form of organisation known as a charitable incorporated organisation (CIO). The necessary secondary legislation was anticipated to be in place by the end of 2012.

Opening hours remain unchanged under the new arrangements.

c) Property

Suffolk County Council owns the freehold of 30 of the library buildings. In most cases these buildings are occupied exclusively by the library service but in some cases other council services or groups use the buildings. The remaining 14 static libraries occupy properties on a leasehold basis. This is either exclusively by way of a lease, or where shared with other users by way of a licence.

Under the arrangements for the IPS, the council retains ownership of capital assets, including buildings and library stock – the IPS has a ring-fenced stock budget for future purchases. Buildings are leased to the IPS on a landlord repairing and insuring basis, at a peppercorn rent for 25 years. Where Suffolk County Council is the head lessee, the under-lease to the IPS will be for the term of the head lease. Granting of leases directly to local community organisations is a possibility in the future.

d) System linkages

The IPS currently uses the county council's IT infrastructure and also uses the county council's framework agreements to procure goods and services. The Library Management System was jointly procured in partnership with Cambridgeshire County Council prior to the establishment of the IPS and this arrangement will be continued for all libraries; the council covers the costs of this service.

The IPS is currently using the county council's IT support service (which is outsourced to a company part-owned by the council); however, the IPS is able to procure such support along with other services, such as HR – from other suppliers if it wishes.

e) Future plans

The IPS has a number of issues to address in the short and medium term, it needs to:

- establish its new board
- move from shadow board arrangements to a more traditional non-executive board arrangement
- review staffing structures to ensure optimum use of staff resources
- embed new policies and procedures for the delivery of the service to reflect the library service's new independent status and the need to improve services to customers, eg empowering local managers to take decisions locally rather than escalating them up the management hierarchy
- realise cost savings, including reviewing the cost of support services, such as IT support, and procuring new support where necessary
- work with local areas in order to discover what sort of relationship local people and organisations want to have with the IPS, eg test the level of interest in local ownership and management of libraries in different communities and support local groups that want to extend the library offer by working with volunteers
- ensure the effective functioning of a network that has been established for local groups and organisations to come together to share information and ideas
- build on local interest in developing adult education, health and citizenship activity in local libraries
- work with local library managers and district councils to build community capacity and interest to engage with the library service in those areas that have yet to show interest in developing partnerships with local libraries
- work with library campaigners to build their engagement in the new arrangements

4 Learning lessons

A number of lessons can be drawn from the process:

- the requirement to save 30 per cent of library costs indicated a need for structural rather than incremental change in the library service

- a review of the library service involving public consultation and the testing out of different models for the future structure of the library service enabled an evidence-based decision-making process
- good working relations between officers and members were essential to the effective management of the process
- the operation of an effective scrutiny process enabled elected members to input into the process and effect the eventual shape of proposals
- not all parts of the council were operating at the same speed in response to changes, eg the council's property services team was not initially clear about the implications of the council moving from being a provider to an enabler of services
- an audit of all property affected by the proposed changes – carried out by property services – was very helpful in ensuring elected members understood the local implications of proposals, the mapping work also made it easier to discuss issues with the public
- in order to bring about change, there needs to be a cabinet member leading the process but drawing on councillor colleagues' specific expertise to enable constant challenge eg on finance issues
- the development of an Industrial and Provident Society provided significant opportunities to make cost savings, its charitable status reduced the costs of non-domestic rates, its separation from the county council and the associated re-charges to cover central services and overheads enables the IPS to cut running costs over time
- the review and consultation process helped to develop the concept of an IPS with local management of libraries but a 4-month period of intensive work was required in order to establish practical arrangements and an organisation that was ready to take over the library service; the work required:
    - months of negotiations between the shadow IPS and the county council; the IPS used independent legal advice (appointed through a competitive dialogue process) to develop its proposals for the agreement with the county council
    - the members of the shadow IPS board to have HR, IT, legal expertise etc. in order to steer the process to a successful conclusion and be able to contribute significant amounts of their time during the transition process
    - regular consultation with staff and their representatives, in order to make sure staff were aware of the process and were able to engage with it

5 Key documents or other evidence

More information about the IPS is available at:
www.suffolk.gov.uk/libraries-and-culture/libraries/providing-library-services-in-suffolk/

The key council documents can be found at:
suffolkreads.onesuffolk.net/about-us/review-of-library-services/

Social Enterprises

Social enterprises are businesses. However instead of making money for private shareholders they make profits in order to address social or environmental need.
There are social enterprise-run libraries in the UK that operate as:

- companies limited by guarantee
- Industrial and Provident Societies
- Community Interest Companies, limited either by guarantee or by shares
- a more traditional trust model.

York Council

Since 2008 City of York Council formed a partnership with Aviva, a private company. Initially the partnership was to re-design the main library into an Explore Library Learning Centre with £300,000 funding from Aviva and run a set of financial capability workshops. However, due to the success of the partnership it has now developed into a long term partnership which has resulted in £1.5 million of external funding to enable the council to transform its larger libraries into Explore Library Learning Centres, carry out digital inclusion work and transform the City Archive.

These Explore centres provide a blend of libraries and learning alongside flexible spaces and cafes. The council runs the café itself which allows any profits to be reinvested into the centres. This project was shortlisted for the Local Government Chronicle's public and private partnership awards 2010.

London Borough of Lambeth

As part of the London Borough of Lambeth's public consultation and co-design process they have developed an innovative online software application, in partnership with software developer White October, that allows residents to have a go at designing their library services.

Visitors to the site are presented with the simple challenge to build a library within a set budget. All costs are comparable to running an actual Lambeth library service and the task cannot be completed unless the user balances the budget. Step by step, users choose how much they want to spend on aspects of the service from staff, books, e-books, repairs and maintenance to running costs.

This means that residents are presented with real decisions but in an easy to use and accessible format that gives a genuine voice to local people in how they would like their library services delivered. Once a library has been built users can choose whether to share it on social

media platforms like Facebook. The choices that users make whilst building their library are recorded giving the council important information on how people want library resources to be spent.

It is hoped that using social media in this way will help get young people and non-users more involved in having their say on the future of local library services. Whilst this software is a pilot, it is the format for the application can be rolled out to co-design a range of council services. In addition, the application has been developed to allow it to be commissioned by other local authorities who have ambitions for co-designing services with their communities.

Fy Nghyf / My Ref: NRS/CW/PB/08.01.15

Dyddiad / Date: 26 January 2015

CARDIFF
CAERDYDD

Councillor Phil Bale
Leader, City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Bale

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 8 JANUARY 2015

Tourism Strategy & Action Plan 2015 - 2020

On behalf of the Economy and Culture Scrutiny Committee I would like to thank you and officers for attending the Committee meeting on 8 January 2015, and welcome the opportunity given to us to contribute to the development of the *Tourism Strategy & Action Plan – Innovation and Partnerships to Deliver Growth*. We had a number of comments following the meeting, as set out below.

The Committee enjoyed the presentation given by Professor Stevens and would endorse the vision for tourism in Cardiff that he laid before us. We would agree that the stadium-based events held predominantly in the Millennium Stadium and SWALEC Stadium have been a great boost for the city's reputation and exposure, but are pleased to see a new drive towards the development of Cardiff's own signature events or unique attractions. Discussions took place around the opportunities available to Cardiff, including Roald Dahl themed events, musical events in the Castle, attracting top Welsh chefs and celebrating the cultural diversity of the city. We are positive about the ideas that we put forward by officers and Professor Stevens, and look forward to seeing how they manifest themselves in the final Tourism Strategy & Action Plan.

The Committee are aware that this new direction does not necessarily mean that the number of stadium events will need to decline significantly now that a reputation has been established for this type of tourism. Members heard that these events attract a large number of business-minded individuals, who may well only be in the city for recreational purposes, and we welcome the plans outlined by Ken Poole to take steps to promote Cardiff as a business destination during such events. It is proposed that the upcoming Wales vs England Six Nations fixture will be a prime opportunity to trial this approach and the Committee would welcome feedback on whether it was successful and will be developed as an ongoing initiative.

Discussion took place at the meeting around whether there is confidence that Visit Wales will effectively promote Cardiff, and Members highlighted the fact that Cardiff Castle doesn't feature on the CADW website. Members were assured that the 'urban offer' of Cardiff will be pushed and promoted by Visit Wales, and that CADW also now falls under Visit Wales. It was pointed out that Castell Coch isn't promoted by the Council either and the Committee accepts that there needs to be joint promotion with organisations such as CADW, with Council-maintained historic sites advertised on their website, and also the Council promoting historic sites of interest across Wales on its website and within the Cardiff Castle itself. We would hope to see a clear commitment to this partnership approach within the Tourism Strategy & Action Plan.

The Committee does not expect that the promotion of Cardiff will be left solely to Visit Wales, and was encouraged to hear the commitments made for the Council to be developing and promoting the attractions and facilities on offer in the city. We are aware that there must be a budget available in order for the Council to taking a leading role in promoting Cardiff to national and international audiences, and hope that this has been taken into consideration within the 2015/16 budget.

It was proposed during the discussions around Cardiff as a business destination, that the Council already owns suitable conference venues within the city in the shape of City Hall and the Mansion House. It was suggested that the Council could look to work with a private company, such as a major hotelier, to promote and manage the venue as such. The Members of the Committee can see that this proposition is realistic, but if it is to be taken seriously there will need to be vast maintenance improvements made – with an example given of how torn carpet held in place by duct tape currently greets individuals when they enter the building! Members are aware that specialist knowledge is required to run and maintain an old building like City Hall, and as such, care will need to be taken when establishing maintenance responsibilities in any future contract agreements if this is a course of action taken by the Council.

The concept of a 'City Card', as discussed during the meeting, is something this Committee wishes to endorse. We recognise the benefits that such a card can bring to the city, encouraging people to stay for more than one day and making travel around the city simpler for visitors. We are minded to note that a travel card already exists in the shape of the Cardiff Bus 'Iff card' and would recommend that anything developed by the Council should complement this and look to build upon its popularity, rather than creating a completely new card or system that would act as a rival. We hope that the final Tourism Strategy & Action Plan contains more detail on the development of a 'City Card' and request that this initiative in particular is brought back to the Committee in the future.

During the meeting there was mention of a mystery shopper review that has been undertaken for Cardiff, which we gather highlighted a number of issues that the

Tourism Strategy and Action Plan will seek to address. The Committee requests that a copy of this review is sent through to the Principal Scrutiny Officer, for distribution to the Members.

We note that the final Tourism Strategy & Action Plan are proposed to go to Cabinet for approval in March 2015, and request that this Plan is brought to Scrutiny in advance, allowing for pre-decision scrutiny and for us to comment on the final direction being taken for tourism in Cardiff.

Cabinet Responses – Small Business Inquiry and Higher Education Innovation in Cardiff Short Scrutiny

At the meeting, the Committee received information items on the Cabinet responses to two Scrutiny inquiries undertaken as part of its 2013/14 work programme. We welcome the commitments made in these responses and look forward to scheduling more comprehensive updates on the progress being made in these areas in the future.

The Committee wishes to request one piece of information mentioned within these Cabinet responses. The response to Recommendation 4 of the Small Business Inquiry states that the Commissioning and Procurement Team are working towards putting in place a system that would enable procurement spend to be reported by the size of organisation, and that it is hoped this system would be in place by Winter 2014. Now that we are into 2015, we anticipate this system is up and running, and request that a report on Council procurement activity by the size of business is sent through to the Committee's Principal Scrutiny Officer, for distribution to the Members.

I would be grateful if you would consider the above comments and observations, and look forward to receiving future feedback on the matters raised.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Neil Hanratty – Director of Economic Development
Terry Stevens – Tourism Consultant
Ken Poole – Head of Economic Development
Heledd Williams – Head of Tourism
Cabinet Office
Members of the Economy and Culture Scrutiny Committee

SWYDDFA'R ARWEINYDD
OFFICE OF THE LEADER

CARDIFF
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Neuadd y Sir
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Fy Nghyf / My Ref: CM29782

Eich Cyf / Your Ref:

Dyddiad / Date: 18th February 2015

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee
County Hall
Atlantic Wharf
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CF10 4UW

Annwyl / Dear Craig,

Economy and Culture Scrutiny Committee - 8 Janaury 2015

Thank you for your letter dated 26th January 2015.

The input of the Economy and Culture Scrutiny Committee is very much appreciated, and your contributions will help us to finalise the Tourism Strategy and Action Plan for Cardiff. Your endorsement for the vision presented by Professor Stevens is also appreciated, and reflects the hard work that has been put in to date to develop a strategy that aligns with national and regional priorities. I have tried to address all of the points that you have raised below. The mystery shopper review mentioned is still currently work in progress.

With regard to the Wales v England fixture in the Six Nations, officers were present in six city centre hotels on the 5th and 6th of February to promote the city as a business destination to visitors. Initial feedback was positive; however there is a need to focus the presence for the Rugby World Cup to more specifically target the business audience.

With relation to the issues raised regarding a commitment to a partnership approach, I can confirm that this will be very much at the heart of what we do. In doing so we hope to maximise the impact of the resources that we do have in place to support the promotion of Cardiff to national and international audiences. Discussions are also under way specifically with CADW to help foster greater engagement and cross promotion.

ATEBWCH I / PLEASE REPLY TO:

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Office of the Leader, Room 525, County Hall, Atlantic Wharf, Cardiff CF10 4UW
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Regarding the future of City Hall and the Mansion House, I note the comments of the Scrutiny Committee, and will ensure that these are taken in account when looking at ways of securing a sustainable model for the future of these buildings that respects their value in terms of our city's heritage. It is essential that the city is able to protect and conserve buildings of such significance not just to the city, but also to Wales.

We are currently finalising work being undertaken on the feasibility of a 'City Card' that will also include a business plan for any proposals to take this forward. We expect that this work will be complete by the end of the financial year, with the intention of introducing a pilot early in 2015/16 should the study conclude that is appropriate.

In terms of the timescale for taking the Tourism Strategy and Action Plan to Cabinet, this has now been scheduled for April due to the large number of reports being taken to the March Cabinet. I will ask officers to contact the Principle Scrutiny Officer to arrange any presentation in advance.

In regard to the information requested from the Procurement and Commissioning team, the team are currently awaiting a response from the Welsh Government who are undertaking an analysis of procurement spend data on an all Wales basis. The Welsh Government have recently provided assurances that the information will be made available in mid-March 2015, once it is available it will be sent to Committee's Principal Scrutiny Officer for distribution to Committee Members.

Thank you again Craig for your time and response, which is very helpful for us in shaping the future of tourism in Cardiff. Please let me know if you have any further queries.

Yn gywir,
Yours sincerely,

CYNGHORYDD / COUNCILLOR PHIL BALE
ARWEINYDD, CYNGOR DINAS CAERDYDD
LEADER OF THE CITY OF CARDIFF COUNCIL

Fy Nghyf / My Ref: NRS/CW/PBr/08.01.15

Dyddiad / Date: 26 January 2015

CARDIFF
CAERDYDD

Councillor Peter Bradbury
Cabinet Member: Community Development, Co-operatives & Social Enterprise
City of Cardiff Council
County Hall
Cardiff
CF10 4UW.

Dear Councillor Bradbury

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 8 JANUARY 2015
2015/2016 BUDGET PROPOSALS – FOR CONSULTATION

At the meeting of the Economy and Culture Scrutiny Committee held on 8 January 2015, Members considered an item on the 2015/16 Budget Proposals – For Consultation. This item provided the opportunity for the Committee to receive evidence from relevant stakeholders and members of the public on the Budget Proposals that were out for consultation. A selection of individuals who had actively contacted me as Chair of the Committee were invited to give their views on the proposals, and the Members of the Committee felt it was prudent to raise a number of points with you following these discussions.

Libraries

A large section of the meeting's discussions related to the proposals for consultation around Libraries. From these presentations, it is clear to us that Libraries are far more to local communities than a place to borrow books – they provide a social meeting point for communities, a place for young people to study, to access the internet and to meet with local Councillors and PCSOs – all of which I'm sure you are already well aware of. At a time when the Local Authority is looking to create Community Hubs across the city, we are concerned that these proposals for consultation could result in the loss of important community facilities that have naturally evolved into informal 'hubs' for the local area over a period of time – in the case of Whitchurch, 110 years. We are also concerned that a number of the libraries proposed for removal of Council funding are in fact some of the most well used libraries in Cardiff – a point raised by a number of members of the public. It seems unusual to us that some of the most popular libraries in the City are the ones this Council is proposing to cease supporting.

The Committee is also concerned that there seems to be a focus on creating Hubs in the southern half of the city, with the libraries proposed to have their Council funding removed mainly located in the northern half of Cardiff. We are concerned that if no alternative operating model is secured for these libraries, the northern half of the city will be left with limited access to Library services, with the promise of a mobile library service in no way offering the same level of service as the current Library buildings.

The presentations made to the Committee made it clear that there are individuals across Cardiff who are committed to keeping their local Library services, with large campaigns, 'Friends of' and 'Save our Library' groups being established and organised by these individuals. What is also clear to us is that these individuals are left juggling full time jobs and family commitments with attempts to coordinate campaign groups and explore alternative options for their particular library. We feel that the time and money simply isn't available for community groups to come forward with suitable alternative operating models for the libraries, particularly in the timeframe provided by the Cabinet's consultation period.

This point was emphasised to us through the presentation given by Cllr Rod McKerlich in his role as Chairman of Radyr Community Council. Members heard that the Community Council was putting together plans to run the library service in Radyr, but that it was going to cost a lot of money and the quality service will inevitably be lower than what is currently provided. Despite having the backing of the Community Councillors, and with access to necessary funding, it was commented that there was no way the Community Council would be in a position to take over the running of Radyr Library in March 2015, and that far more time was required to put robust proposals in place than have been allocated by the Council's consultation period. This has led the Committee to question whether it is realistic to expect community or friends groups to have the knowledge, skills and access to finance that will be required to take over the running of any of the other Libraries that potentially face having their Council funding removed.

The Committee is concerned about the role of qualified librarians being undermined and undervalued, with the suggestion that volunteers or volunteer groups may be able to run libraries in the city. We feel that the role of a librarian is more that getting the best sellers on the shelves, or having a love of books, but is a professional role and one that requires an in-depth knowledge of information, customer service and librarianship, dealing with different daily requests of a complex nature. We do not feel volunteers will possess the skills to deal with such tasks, and may well not want the responsibility to deal with them, and we would have reservations about the prospect of libraries in the city being solely run by volunteers without the support of a qualified librarian.

It was suggested to the Committee that the relocation of the Local History section of Central Library to Canton Library has been agreed without any consultation with the individuals who regularly access this information. We are aware that this is included

as part of the proposals for consultation in relation to Canton Library, however we would expect that targeted consultation with the individuals who actually use the Local Studies section will have been undertaken and request that the Committee is provided with this information.

Through the presentations received by the Committee, it is clear that the closure of a local library would be more than just a loss of access to books. There will be an impact on the local economy, where shops and cafes benefit from the passing trade of those who are visiting the library. Similarly local schools, who direct their pupils to the library for access to the internet or printers, or schedule visits to the library to encourage young people to read, will no longer be able to do so, and could impact on young people reaching their full potential and literacy targets.

It was clear to Members that the proposals for consultation in relation to Libraries, and in particular the options outlined in the document 'Future provision of Libraries Services in Cardiff' have created significant levels of discontent and unhappiness in local communities. A number of 'Save our Library' groups have been established across the city and two petitions have been formally presented to the Economy & Culture Scrutiny Committee. This has led us to question whether the relatively small levels of savings to be achieved through these proposals are really worth the large levels of public dissatisfaction created and the potential loss of important community facilities if no alternative operating arrangement is secured. This Committee considers Libraries as one of the core services provided by local authorities and would have major reservations about proposals which may result in Libraries across the city closing if no alternative methods of operation can be found through commercial, community and partner involvement.

Canton Community Hall

The Committee also received the views of a local resident, accompanied by Cllr Richard Cook in relation to the proposal for consultation which suggests introducing a new management operator for Canton Community Hall. This is one of very few Council buildings in this area, sitting in one of the more deprived areas of the city. We share the concerns raised of the risk that a new management operator could limit the services provided and the groups that are given access to the facility. A new operator will inevitably be profit driven, and the we would be concerned that less profitable activities for adults with learning difficulties, or volunteer schemes that help keep young people off the streets, may no longer be provided, or that free access for young people to the outdoor play area could also be limited.

The Committee heard evidence that the Community Hall generates approximately £100,000 income each year through the activities and services it offers. While this does not cover the operating budget of £200,000, it clearly demonstrates that this is a valued facility and is well used by the communities it serves. We feel that, if the proposed change in management is to be accepted, the Council must put restrictions

in place that will safeguard the access to services for some of the most vulnerable groups of individuals in the area, or must provide access to similar groups being run elsewhere in Cardiff.

The Committee wishes to see the contingency plans that have been put in place that will address the issues raised in the Equality Impact Assessment, where groups with protected characteristics may be affected by the change in management operator.

Further Observations

The Committee also wished to make some more general points in relation to the *2015/16 Budget Proposals – for Consultation* following our consideration of this item and having had discussions with members of the public and friends groups.

When considering the budget proposals for consultation, members of the public, and indeed Members of the Committee find it hard to understand the extent of the cuts being proposed because it isn't clear what proportion of the total budget, or of a service area's budget that a saving represents. Similarly it is hard to evaluate or comment on proposed cuts, without knowing what services are being maintained and what levels of money are allocated to other services.

Members of the public also raised concerns about the terminology used throughout the *Budget Proposals – For Consultation*, which the Committee understands can be confusing if you are unfamiliar with such matters. For example the use of terms such as, 'remodelling' a service, 'alternative delivery models' and 'new management operators' can be vague, and may discourage individuals from commenting or limit their understanding what the proposal actually means for them and their community. We accept that these proposals are early ideas, and work will have been done since their publication to firm up what they mean in reality, and we would expect that more detail is provided on each proposal when final decisions relating to the 2015/16 Budget are made, and further would expect that such vague terminology is not used in future proposals for consultation.

I would be grateful if you would consider the above comments and observations, and provide the information requested with regard to the Local Studies Consultation and contingency plans in place for Canton Community Hall in good time for our Budget Scrutiny meeting on 5 February.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Sarah McGill – Director, Communities, Housing and Customer Services
Chris Hespe – Director of Sport, Leisure & Culture
Cheryl Cornelius and Jo Watkins, Cabinet Office
Members of the Economy and Culture Scrutiny Committee.

CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET

My Ref / Fy Ref: CM29777

Date / Dyddiad: 26th February 2015

Cllr Craig Williams
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Dear / Annwyl Craig

Economy And Culture Scrutiny Committee - 8 January - 2015/2016 Budget Proposals - For Consultation

Thank you for your letter of 26th January providing Committee's views on the proposals for consultation around libraries. I will endeavour to respond to the issues raised in the order that you have presented them.

Value of Libraries/ Informal "Hubs"

I agree entirely with Committee's views on the importance of library services and the evolution that you mention of many branch libraries into more informal community hubs. As I said at Committee, the proposal to withdraw subsidy from the stand alone libraries did not, and does not, mean that I expect those libraries to close. The presumption should be that the libraries offer (provision of books, Wi-Fi and PCs, the services of a neighbourhood librarian and EDI) would be located in the existing library building, unless there were serious building condition or access issues.

The ethos of integrated provision, which is at the heart of the hub strategy, is also something that we would like to see delivered in the current branch libraries. As with the more formal hub provision, the key to long term sustainability is the co-location of aligned services that the community values. In the case of the branch libraries the lack of public sector funding streams to integrate will mean that we need to look to commercial and/or community activities to make the hub sustainable.

Community Involvement / Timescales for Implementation

I understand and broadly agree with the Committee's concern that adequate time and support is given to community groups who may wish to get involved in delivering informal community hubs. I found the evidence provided by Cllr McKerlich also compelling with regard to the need for time to be given even when a Community Council is involved in developing alternative proposals. As you will know I have made resources availible immediately to assist groups

PLEASE REPLY TO / ATEBWCH I : Cabinet Support Office / Swyddfa Cymorth Y Cabinet,

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through the “Stepping Up” process, but in addition I will take the timeline issue on board when finalising my proposals for the libraries budget for 2015/16.

Qualified Librarians

At no point was I suggesting that the library service should be run solely by volunteers. The strategy presented to Committee made it clear that the service would remain a professional, effective and comprehensive service, including the new role of professionally qualified neighbourhood librarians who would extend the opportunities for professional library services rather than reduce them. The response to the libraries consultation showed that 74.6% (2,821) of library users wanted to see the City of Cardiff Council encourage and support volunteers in the outlined new approach for library services.

Local History / Canton Library

As with all the elements of the consultation process, the proposal to utilise Canton Library for local studies was clearly identified in the consultation process, the link for which was emailed to every registered library user in Cardiff. The response to the libraries consultation has been very significant, with 80.8% (3,157) of those responding to the library proposals identifying themselves as library users.

Your comments on the impact that library closures would make are noted, although I must reiterate that the intention is to enable the sustainability of our library buildings wherever possible as well as ensuring a comprehensive library service.

Canton Community Hall

The comments of the Committee are noted. In discussions with local ward members it has been made very clear that a fundamental requirement any new operator would have to embrace would be the continued community focussed activities that the centre currently provides. It is clearly going to be a challenge to find an operator who can both meet the Council's requirement for no subsidy and provide many of the current activities, but that is the starting position for any discussions/negotiations with operators. The Committee's request to be kept informed is noted.

Yours sincerely
Yn gwyir

Councillor / Y Cynghorydd Peter Bradbury
Cabinet Member for Community Development, Co-operatives & Social Enterprise
Aelod Cabinet Dros Datblygu Cymunedol, Mentrau Cydweithredol a Mentrau Cymdeithasol

Fy Nghyf / My Ref: NRS/CW/GH/05.02.15

Dyddiad / Date: 06 February 2015

Councillor Graham Hinchey
Cabinet Member: Corporate Services and Performance
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW.

Dear Councillor Hinchey

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 FEBRUARY 2015

Draft Corporate Plan 2015 – 2017 and 2015-16 Draft Budget Proposals Corporate Overview

Thank you for attending Committee to present us with an overview of the Draft Corporate Plan 2015 – 2017 and Budget proposals 2015/16. I will be grateful if you could also pass on the thanks of Committee to Christine Salter and Marcia Sinfield who attended the meeting and provided clarification on all our questions.

The Committee had a few observations following the meeting in relation to the capitalisation direction approval received rom the Welsh Government on 30 January 2015. We note that the final amount is higher than anticipated and are glad this will allow the Council to ease pressure on the overall budget.

While the Committee is of the opinion that the Council could achieve the full amount of capital receipts to meet the Welsh Government allocation at a push, we recognise the sensible approach being taken in applying an initial budget position of £2.5m to be capitalised. Indeed the Committee is pleased with the sensible approach taken throughout this process in only writing £750,000 capitalisation into the budget, rather that anticipating a high allocation from the Welsh Government, and in resisting the temptation to sell off Council assets cheaply in order to meet the full allocation indicated on 30 January.

The Committee heard that capitalisation money can be used against statutory severance costs and the costs of organisational reform, and that this reform can be applied quite broadly. We would hope to see that any money released through capitalisation is shared across the range Council Directorates to assist in service improvement. As you will be aware, during our Scrutiny of the Sport, Leisure and Culture we were given the example of how the pressure of finding an additional £500,000 savings had been reduced following the allocation by the Welsh

Government – we would be interested in receiving an overview of the allocation of this money to ease pressures across the Directorates.

I would be grateful if you would consider the above comments, observations and request, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Christine Salter – Section 151 Officer
Marcia Sinfield – Deputy Section 151 Officer
Cheryl Cornelius and Jo Watkins, Cabinet Office
Members of the Economy and Culture Scrutiny Committee.
Councillor Nigel Howells, Chair of Policy Review and Performance Scrutiny Committee
Martin Hamilton, Chief Officer Change and Improvement

Fy Nghyf / My Ref: NRS/CW/PB/05.02.15

Dyddiad / Date: 11 February 2015

Councillor Phil Bale
Leader, City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Bale

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 FEBRUARY 2015

Draft Corporate Plan 2015 – 2017 and 2015/16 Draft Budget Proposals
Economic Development & Partnerships Portfolio

Thank you for attending Committee to present your Portfolio's draft Corporate Plan and Budget proposals that fall within this Committee's terms of reference. I will be grateful if you could also pass on the thanks of Committee to Director of Economic Development Neil Hanratty for his presentation and for addressing the questions raised during the meeting.

This letter contains the recommendations, observations and requests for information agreed by Members at the Way Forward at the end of the meeting, which we hope will be of assistance to you in shaping the final budget recommendations that you will be making for your Portfolio on 20 February.

The Committee was pleased to hear Neil Hanratty set out his ambition for the Economic Development Directorate to reach a position where it is self financed, and we welcome the range of initiatives and funding mechanisms that are being explored in order to achieve this. We feel it is a credit to the Directorate that plans to improve services offered by the Council in this area are progressing in the face of these budget reductions.

While concerned to hear that some of the city's larger businesses have still to sign up as members of Cardiff Business Council, we were reassured by the confident assertion that CBC will be able to bear a reduced revenue budget allocation from the Council, and hope that going forwards its aspirations to attract the involvement of larger businesses are met. It is important that the Business Council engages large businesses such as those involved in the Cardiff Business Partnership, alongside small and medium sized enterprises. The Committee requests that more information on the approaches being taken to get these businesses on board is submitted for our

consideration. As discussed at the meeting, please can you also provide the Committee with updated membership figures for Cardiff Business Council?

The Committee recognises the aspirations set out within the Draft Corporate Plan for progression of a Multi-Purpose Arena to help achieve the priority 'Sustainable Economic Development as the Engine for Jobs Growth'. We are, however, concerned that while plans for an arena and convention centre have been expressed for some time, they still lack detail and appear somewhat vague. We look forward to having the opportunity to scrutinise these plans when they are more substantial, and hope that the assurances given that the facility will meet the city's needs.

You will be aware that Members also questioned whether the Corporate Plan will need to be updated in light of recent announcement of a partnership with Newport and Bristol under the banner of 'Great Western Cities'. Members expressed concerns that this would seemingly conflict with the Capital City Region plans, which are mentioned in the Draft Corporate Plan. We welcome your assurances that there will be no conflict, and that this partnership will complement to the aspirations for the Cardiff City Region and will help generate increased interest in Cardiff and South Wales from a business perspective. We look forward to the upcoming announcement from the City Region in respect of this, and look forward to scrutinising this arrangement in the future.

Generally speaking, Members of the Committee were reassured by the information presented by officers and yourself with regard to the deliverability of the majority of the savings proposed in your Portfolio and how they align with the priorities identified within the Draft Corporate Plan. We wish to note the importance of establishing robust Key Performance Indicators that will govern the achievement of savings and ensure they are kept on track. We are particularly mindful of comments recently made by the Wales Audit Office on the effectiveness of the Council's achievement of agreed savings, and we hope the authority's performance will improve in this area in 2015/16.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Neil Hanratty – Director of Economic Development
Christine Salter – Section 151 Officer
Marcia Sinfield – Deputy Section 151 Officer
Martin Hamilton, Chief Officer Change and Improvement
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

Fy Nghyf / My Ref: NRS/CW/PBr/05.02.15

Dyddiad / Date: 06 February 2015

CARDIFF
CAERDYDD

Councillor Peter Bradbury
Cabinet Member: Community Development, Co-operatives & Social Enterprise
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Bradbury

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 FEBRUARY 2015

Draft Corporate Plan 2015 – 2017 and 2015-16 Draft Budget Proposals
Community Development, Co-operatives & Social Enterprise Portfolio

Thank you for attending Committee to present your Portfolio's draft Corporate Plan and Budget proposals that fall within this Committee's terms of reference. I will be grateful if you could also pass on the thanks of Committee to Sarah McGill and Chris Hespe for their presentations and for addressing the questions raised during the meeting.

This letter contains the recommendations, observations and requests for information agreed by Members at the Way Forward at the end of the meeting, which we hope will be of assistance to you in shaping the final budget recommendations that you will be making for your Portfolio on 20 February. This letter has been split into two parts, as your Cabinet Portfolio contains services within both the Communities, Housing and Customer Services Directorate, and the Sport, Leisure and Culture Directorate.

Communities, Housing and Customer Services Directorate

The Committee recognises the aspirations of this Directorate to progress with Hub plans across the city and that this sits within the Corporate Plan priority of 'Working with people and partners to design, deliver and improve services'. With regard to the development of a City Centre Superhub within Central Library, the Committee can see the sense in building a critical mass of Council services within a central location in the city centre, however we do have concerns that this will detract from the identity of Central Library and feel that this building and service must continue to be

recognised as a Library that contains additional services, rather than the Library services on offer being deprioritised. This is a situation the Committee will be keen to monitor throughout future work programmes.

At the meeting, Members explored the process of moving services from Marland House to the new City Centre Superhub, and focussed in particular on the Somali Advice Centre. We were assured by the re-commissioning process set out by officers, and understand that this particular organisation had not emerged as a provider through this commissioning process. We would hope that such an organisation would be given the opportunity to co-locate their services within the Superhub, should they be able to secure alternative sources of funding and be looking for office space to rent. We hope that there is ongoing dialogue and advice provided to organisations that have not been successful in renewing their Council contracts. It is the view of this Committee that the Council should aspire to have all services of this nature grouped together in a single location, regardless of whether they are Council-funded or externally funded.

This Committee has already scrutinised the budget proposals in relation to a review of Library Services, and as such this was not explored in depth at the meeting. Members, however, are keen to reiterate the points we have previously made to you, and I would refer you to the letters sent by this Committee on 2 January 2015 and 26 January 2015. In summary:

- We are also concerned that a number of the libraries proposed to have Council funding removed are in fact some of the best-used libraries in Cardiff. It seems illogical to us that this Council is proposing to cease supporting some of the City's most popular libraries.

- We felt that inadequate time and resourcing had been made available for community groups to come forward with suitable alternative operating models for the libraries, within the timeframe provided by the Cabinet's consultation period. The Committee questioned whether it was realistic to expect community or friends groups to have the knowledge, skills and access to finance that will be required to take over the running of any of the other Libraries that potentially face loss of their Council funding.

- Members are not convinced that a clear strategy was in place to attract community and commercial interest further than publishing a toolkit on the Council's website.

- A number of 'Save our Library' groups have been established across the city, two petitions have been formally presented to the Economy & Culture Scrutiny Committee and a number of Community Polls have been undertaken on this topic. This has led us to question whether the relatively small levels of savings to be achieved through these proposals are really worth the large levels of

public dissatisfaction created and the potential loss of important community facilities if no alternative operating arrangement is secured.

- This Committee considers Libraries to be one of the core services provided by local authorities, and would have major reservations about proposals which may result in Libraries across the city closing if no alternative methods of operation can be found.

We are pleased that income generation is being explored within Libraries, a development this Committee has advocated for some time. We do not currently anticipate such income generation allowing Libraries to be self-sufficient financially, but feel that any additional income opportunities that can be secured for the Council cannot be ignored.

Finally, dialogue took place around Advice Services and Universal Credit. Members recognise that this issue falls under the terms of reference of the Community and Adult Services Scrutiny Committee, whose scrutiny of the budget has already taken place. We do, however, wish to advise that officers review the situation in Neath Port Talbot Council, who we understand are further down the track in this respect and anticipate there being lessons to learn from their experiences.

Sport, Leisure and Culture Directorate

The Committee notes that a number of the savings proposals within the Sport, Leisure and Culture Directorate are subject to potential delays as the Council looks to establish partnerships and undertake procurement exercises. We would urge officers to do all in their power to prevent such delays, and the need for negotiations, jeopardising the achievement of savings within their scheduled timeframe. The Committee are aware that there are risks involved in such remodelling of services, but given the financial circumstances the Council finds itself in, we feel the Authority must be more willing to take on more of this risk and push ahead with initiatives such as Community Asset Transfers.

The budget proposals in this area include a transfer of ownership of Cardiff Story Museum – which led Members to discuss the Old Library and the proposed Cardiff Heritage Trust. This Trust is an aspiration that the Committee would support, as we recognise the need for a mechanism to promote the cultural gems of this city. The Committee requests that, as plans for the Heritage Trust mature, this matter is brought to a future meeting in order for us to scrutinise the proposals and contribute to their development in greater detail.

Discussions took place around the figure allocated to St David's Hall within the General Fund Capital Programme, and we note your assurances that this figure allows the Council to be flexible within the ongoing procurement exercise and does

not commit us to extensive works on a building we may soon not be responsible for. The Committee, however, also wishes to note its reservations that the Capital expenditure required for Arts venues over the next five years may have been underestimated. We fear that a situation could arise in the future when the Authority is required to find money for extensive repairs that haven't been factored into long term plans.

Generally speaking, Members of the Committee were reassured by the information presented by officers and yourself with regard to the deliverability of the majority of the savings proposed across these two Directorates and how they align with the priorities identified within the Draft Corporate Plan. We note that a number of savings are predicated on the agreement of alternative delivery models, and feel this uncertainty could impact on the achievability and timing of savings, and hope you will bear this in mind. Committee therefore feel that robust Key Performance Indicators should be agreed to govern the achievement of savings and ensure they are kept on track. We are particularly mindful of comments recently made by the Wales Audit Office on the effectiveness of the Council's achievement of agreed savings, and we hope the authority's performance will improve in this area in 2015/16.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc
Councillor Nigel Howells, Chair of Policy Review and Performance Scrutiny Committee
Sarah McGill – Director, Communities, Housing and Customer Services
Chris Hespe – Director of Sport, Leisure and Culture
Christine Salter – Section 151 Officer
Marcia Sinfield – Deputy Section 151 Officer
Martin Hamilton, Chief Officer Change and Improvement
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

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My Ref / Fy Ref: CM30021

Date / Dyddiad: 19th February 2015

Cllr Craig Williams
County Hall
Atlantic Wharf
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Cardiff
CF10 4UW

Dear / Annwyl Craig

Scrutiny - Economy And Culture Scrutiny Committee - 5 February

I am writing in response to your correspondence concerning the Economy and Culture Scrutiny Committee which took place on 5th February 2015. Thank you for the opportunity to present to the committee the draft Corporate Plan and Budget proposals. As always your input is crucial in ensuring that the final plan and budget is set to deliver the best outcomes for Cardiff. Please find below our response to the recommendations, observations and requests for information contained within your letter.

The concern that the creation of the super hub will distract from the identity of it being a library building is being considered in the planning of the new building. Key to this will be the ground floor and arranging the space so that when you first enter the building it has the feel of a central library. Additionally, with the hub services integrated within the building it will be important to ensure that the service alignment enhances the experience of all service users. This has been successfully trialled in our existing hubs and the learning from the layout and design of these facilities will be brought to the city centre hub planning process. Subject to the setting of the budget we would be happy to bring plans back to this scrutiny committee. To note, it was pleasing to see the results of the consultation and that 74.1% of respondents supported the creation of the city centre hub.

The new super hub provision will aim to make the best use for council (including libraries) and partner services. To make best use of the space we will prioritise front office provision. Those providers who were successful in the commissioning process will have their front office requirements met. The committee is correct and the Council does aspire to have all services of this nature in a single location, however this can only be the front facing / drop in aspect of their service. This applies to Somali Advice who will have the opportunity to take up a front desk to run their drop in service. Somali Advice will have been allocated transitional funding that will assist them whilst they aim to secure alternative funding.

The comments of this committee and the response to the budget consultation have resulted in the removal of the £283,000 saving for next year. An amended Libraries Strategy will be submitted and submitted as part of the budget, please find attached (appendix 1). Each branch library proposal has therefore been amended so that where a public service hub is not a viable option, community support will be sought to continue a library service alongside either community or commercial led activity in

a community partnership hub. These hubs will receive continued council funded support to meet the cost of the supply of books, ICT equipment (including self service kiosks) training and professional librarian support from the Neighbourhood Development Librarian.

The presumption in the amended strategy is that the neighbourhood based library service will still be delivered from existing stand alone library buildings, supported by community or commercial involvement, except in those circumstances where condition or accessibility of that building makes this objective unachievable. In these circumstances alternative venues will be identified as a base for a similar range of community, commercial and library provision. The individual library proposals in the strategy document have been amended accordingly.

Income generation will be explored over the next year and it is good to see the committee's support and 88.9% of those replying to the budget consultation also being in favour.

Thank you for your comments on the savings proposals within the Sport, Leisure and Culture Directorate.

I note your acknowledgement that there are risks associated with seeking alternative delivery mechanisms and your suggestion that we should be prepared to take more risks to enable suitable solutions to be found. We will ensure that we progress as speedily as we can with this work, but always giving importance to ensuring that we achieve the best outcomes.

I look forward to bringing the Cardiff Heritage Trust proposals before the Scrutiny Committee in due course.

The Committee's concern that the Council may not have earmarked sufficient capital for improvements at St. David's Hall is noted. We will keep an eye on this as we determine the outcome of the arts venue procurement exercise that is underway currently.

I can assure you that we will take all appropriate actions to achieve the required savings in 2015/16. It will be challenging for the Directorate in light of the scale and particularly the timing associated with securing alternative management solutions, however we shall monitor and report on progress throughout the year.

Yours sincerely
Yn gwyir

Councillor / Y Cynghorydd Peter Bradbury
Cabinet Member for Community Development, Co-operatives & Social Enterprise
Aelod Cabinet Dros Datblygu Cymunedol, Mentrau Cydweithredol a Mentrau Cymdeithasol

Appendix 1 – Amended Libraries Strategy

Cardiff Debate
Sgwrs Caerdydd

City of Cardiff Council

Future provision of Libraries Services in Cardiff

City of Cardiff Council Libraries

City of Cardiff Council currently invests £3.9 million per annum in its Library Services. Library services are delivered from a network of buildings across the city and through locality-based mobile provision through neighbourhood librarians and the mobile delivery service.

Public library services are regulated by the Public Libraries and Museums Act 1964. This requires local authorities to provide comprehensive and efficient library services. Within Wales the Deputy Minister for Culture and Sport supervises the library services provided by local authorities through the Welsh Public Library Standards (WPLS). This is now at the start of the 5th framework.

The Library Service aims to:

- Be pivotal in helping communities develop their information literacy skills in order to become digitally included.
- Contribute to the public health agenda by supporting health literacy.
- Support the child poverty agenda by providing gateways out of poverty by inspiring children to enjoy reading.
- Work collaboratively with partners within diverse communities to enhance knowledge and skills through improved literacy, enrich quality of life and empower individuals to realise their full potential.
- Support customers in accessing services in the way they want by embracing developing and emerging technologies outside of the existing building infrastructure.

The Library service in Cardiff will remain committed to these aims and delivery of the benefits they represent for the citizens of Cardiff.

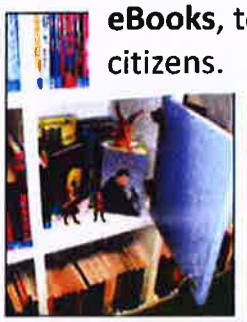
Cardiff Libraries were open for **45,465 hours** last year.

Libraries received **861,098 virtual visits** (i.e. online hits to the web pages and catalogue).

Events held within the library attracted **62,740 visitors**, and a further **41,541** attended external library events.

City of Cardiff Council Libraries Services

Loaned **1.8 million books**, plus **17,000 eBooks**, to Cardiff citizens.



The Libraries Service has **184,310 registered users**.

Of these, 82,735 have used their card in the last 12

The **298** free public access PCs were used for a total of **324,854 hours**, in additions to the free Wi-Fi at 9 library locations.

Why do we need to change?

There are two key reasons for undertaking a review of Library provision in Cardiff.

Reason for change – Financial Pressures

Firstly, the financial pressures facing the council means that the organisation has to **evaluate the services it currently provides**. The Medium Term Financial Plan (MTFP) made clear that in order to achieve financial stability there would need to be a fundamental change in the organisation's approach to delivery.

Additionally, the Welsh Local Government Association (WLGA) Peer Review stated:

> *'the harsh reality is that not everything can be supported, not everything can be improved and some things will need to be reduced or be discontinued completely. Ultimately choices will revolve around reduction and/or cessation in services, demand management and service innovation.'*

Proposals to review the delivery of library services in Cardiff will need to deliver £2 million of savings over the next 3 years in line with the MTFP projection.

Reason for Change – Changing Demand

Secondly, the demands placed on the service are changing and a review is required to not only see how we can meet this demand, but also how we can increase access and encourage more residents to use the service.

Of the active users, 72,282 stated their residential address as being within Cardiff. This represents 21% of the population of Cardiff (351,710) as using their local library within the last 12 months. To put this in perspective of the budgets, **this represents an annual subsidy of £54 per active Cardiff Resident user per year.** There is a massive potential market in Cardiff, which could be accessed by reshaping the service.

In recent years, Library services across Cardiff (in common with national and international trends) have experienced a significant change in the types of service people want. There are clear indications that customers want to access multiple Council services from one location and the previous high demand for PC use is being replaced with customers wanting to use open access Wi-Fi. Cardiff will be investing in open access Wi-Fi for all its library buildings and more significantly has tracked the demand for complementary community uses within the library 'space'.

The service has been developing over recent years to meet these needs and has moved away from simply being a building filled with books. The needs of the neighbourhoods will continue to evolve and meeting these demands will require further development. There will be focus on libraries to be a place where people connect including use by community and social clubs, reading groups as well as learning and training sessions. The future model will include space for people to access the Council and partner services that they need including applying for jobs, getting advice and assistance in applying for passports / driving licences.

More Libraries Services are available online through the Digital Library in the form of e-books and e-zines. This means that customers do not always need to visit a library to pick up the latest book. However, the demand will remain to: access literacy and learning opportunities e.g. storytimes and reading groups, socialise through reading groups, use as a space read, access Council / online services and to benefit from specialist Librarian knowledge

to

External factors that may affect the changing demands placed on the Library Service.

- Economic changes – library use increases during a recession. If there is a continuing economic improvement it is likely that the traditional approach to library provision will see a decrease in footfall.
- Welfare Reform change – demand may increase amongst those affected by policy changes who are subsequently encouraged to seek work, or required to access central government services online.
- New technology – libraries becoming a place to access technology that is not available at home.
- Mainstreaming of technology – e-readers and tablets becoming standard in most homes.
- An aging population that is more tech-savvy, comfortable using and embracing emerging technology and using social media to keep in touch.
- The rise in open access learning – as more people take courses and learn outside of the traditional college and university structures, the demand on libraries may increase to provide a learning environment and research facility.

How can we meet this challenge?

City of Cardiff Council in order to meet the challenges is looking to reshape the service by adopting six key themes. These themes inform the evaluation of potential options, set the structure for the future business model and provide the basis on which consultation would take place.

Meeting the challenge – Community Hubs

The Council has embarked on an ambitious Hub Programme with the following aim:

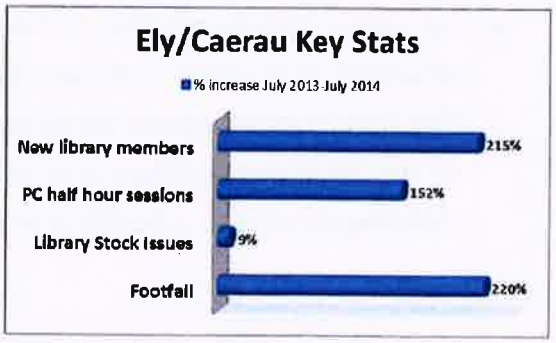
'Cardiff's citizens will be able to access the services they need in the way they want to, through joined up services and closer working between Cardiff Council and its partners.'

A core of generic Council services would be available at each Hub with options for the delivery of specialist Council and partner services as required by the neighbourhood. The key to future Hub provision is to improve the local service offered by integrating and decentralising services that meet local need, whilst reducing costs by disposing of buildings and sharing facilities.

Customer Satisfaction	Llanrumney and Trowbridge/St Mellons Hubs 2013/14	
	Overall the hub met my requirements / I got what I wanted	99.7%
	Satisfied with Hub staff	99.9%
	Satisfied with Hub facilities	99.8%

To test the vision of future service delivery, three Hubs have been running. The first two Hubs opened in Llanrumney and Trowbridge / St Mellons Libraries in the autumn of 2011. The third Hub opened in May 2012 at Loudoun Square in Butetown. It is based in a building owned by Cardiff Community Housing Association and provided alongside a Health Centre.

Following the success of the pilot, plans are being developed to extend the Hub provision across the city. The Ely / Caerau Hub opened on the 23rd June 2014 and has brought the previous Area Housing Office, Library, and Local Training and Enterprise Centre together in one building. Since opening, the Ely / Caerau Hub has proved very popular.



A representative from CyMAL (Welsh Government policy division that covers Libraries) has visited and provided positive feedback stating they will be using the site as an example of good practice. This approach has allowed for the closure of the old library and housing office achieving £127,000 general fund savings on non-employee related costs.

There is scope to roll out the approved Hub programme to continue to bring public services together and make savings. However, it is to be noted that in line with the agreed Hub Strategy it is not possible for all branch libraries to become Hubs due to: either the suitability of the building or a lack of opportunity to bring existing public sector revenue streams together due to current patterns of service delivery.

Meeting the challenge – Mobilisation of the Library Service

As part of Libraries' aim to 'support customers in accessing services in the way they want by embracing developing and emerging technologies outside of the existing building infrastructure'. There has been a trial of additional services through a qualified Neighbourhood Development Librarian (NDL).

Areas that have traditionally used mobile library services could follow the targeted provision model, with managed collections being made available by NDLs in selected community buildings. In these Communities Buildings, the NDLs could support volunteers to provide a service.

There is a need to maintain and improve the housebound service, which provides a vital service to the most vulnerable in Cardiff. It is proposed that the service would link in with the Independent Living Project and in particular with the development of a Gateway Service, so that this client group is aware of, and can access the libraries' services. In parallel with this it is proposed for libraries to work with other Council services or volunteer groups that are already visiting this vulnerable client group. This will ensure that there is sufficient resource to meet the new client groups on a regular basis.

Meeting the challenge – Community Involvement

The Library Service is highly valued by the community in Cardiff. Through building on community relationships, opportunities exist to work collaboratively in order to build a sustainable library service. It is acknowledged that the local authority does not have all the solutions in meeting the challenges identified. This will require support of local residents and community groups in both generating innovative solutions and supporting the delivery of certain services.

A community/commercial café library approach may provide an innovative solution to enable the library service to be delivered with a greatly reduced financial base. The council would maintain support from:

- the supply of books, audio books, large print book.
- the transfer of IT provision including
    - Computers
    - Public Accessible Wi-Fi to at least April 2020
    - Self-serve kiosks
- a training package for volunteers/host organisation
- professional support from the Neighbourhood Development Librarian

Potential locations where this could be successful:

- Already busy Library locations
- Areas of high passing footfall
- Libraries near parks/set within gardens
- Existing community buildings that community groups are looking to increase footfall

A Community Asset Transfer Toolkit has been developed that will help community and volunteer groups understand the mutual benefits of a transfer and assist them with the

Meeting the challenge – Alternative Delivery

There are a variety of potential new delivery models that have been researched and considered. This includes the whole transfer of the service to a Trust (as has taken place in other authorities). The benefits include saving in Non-Domestic Rates payments and the potential for limited efficiency savings. This option would require the budget to be

transferred to the new organisation and the process can take over three years to implement. Therefore, the proposal for Cardiff is that the Library Service aims to achieve savings and expand delivery through an integrated Council and community delivery offer (where appropriate).

Meeting the challenge – Use of Technology

The increase in available technology has changed the pattern of demand for Library services. Service users are more frequently using their own mobile device within Libraries and public wireless internet is currently available in Central Library and nine branch libraries. It is proposed that over the next eighteen months this will be extended to all branch libraries. This will be delivered through the externally funded 'Super Connected Cardiff' project that aims to improve broadband and wireless infrastructure in the city. Additionally, it is proposed that where possible the layout and furniture in libraries will be altered to accommodate customers using their own devices.

The Library Service is also engaging with Electronic Data Interchange software to assist with the purchase of its stocks. This is enabling the service to become more efficient and the service more 'customer-focused' through the development of more efficient processes. Electronic Data Interchange capability is currently being developed to enable the service to partner with suppliers to deliver stock directly to branch libraries, and thus reduce the space required for central storage. This will deliver improvements to customers by speeding up access to requested stock.

Cardiff Libraries also utilise Radio Frequency Identification Device technology for stock management, self-service and security purposes. By utilising this technology, there are opportunities to provide stand-alone self-service kiosks that can be located in community buildings. These would provide a basic library provision and minimise the administrative tasks associated with delivering the service. This would free up qualified library staff to deliver more specialist services. Additionally, a locker system could be implemented in non-library locations and offer a 24/7 service where they are filled and emptied, and the library user presents their card and the correct locker door opens to allow access.

Meeting the challenge – Commercialisation

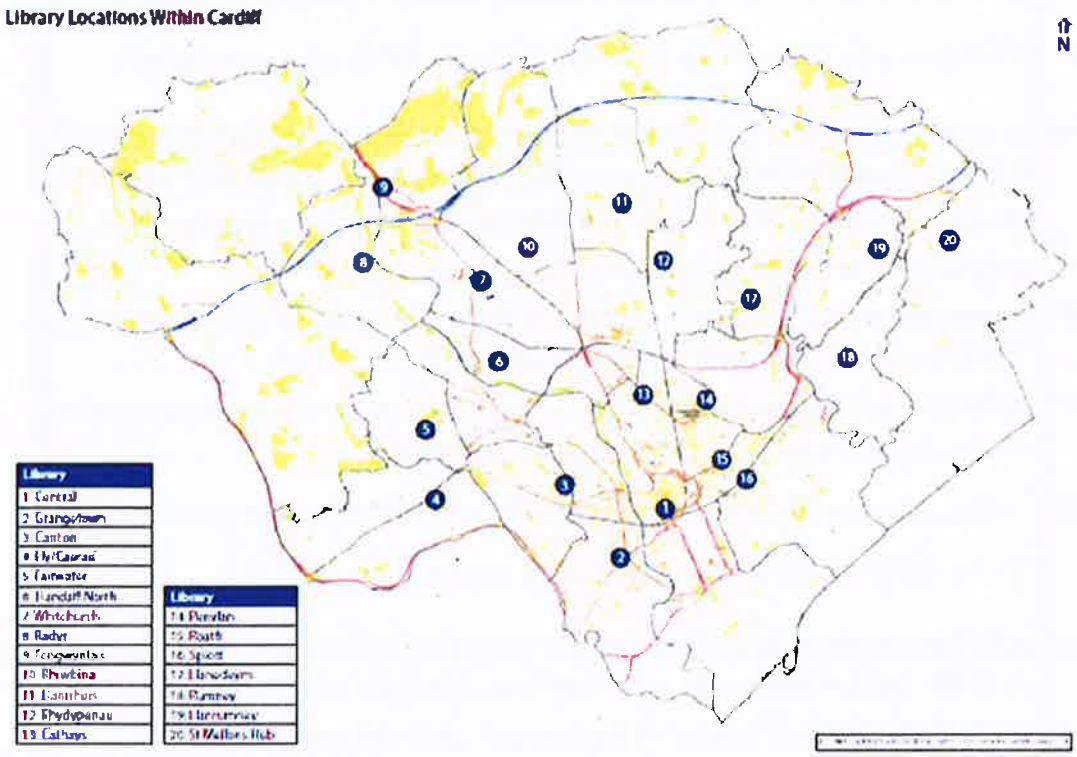
The fundamental principle of the Library Service is that it is open to all and free at the point of access and there is no proposal to change this. However, there is potential to explore the possibility of other sources of income from additional non-core services to support the financial sustainability of the service. This may include:

- **Sale of additional items in Libraries** This could include stamps, or e-readers with the benefit of having trained staff able to demonstrate and set up the software link with uses library membership.
- **Charging for specific courses** - This could include charging for specific courses, eg family history, e-reader courses.
- **Advertising / Commercial Sponsorship** - This could range from wholescale sponsorship of the service, to local sponsorship of a branch library, to the sale of advertising space on the delivery vans/mobile service or from the sponsorship of specific initiatives such as 'Summer Reading Challenge etc'. Also other options include, specific online advertising such as Google Pay per click from the online library.
- **Donations of money** - Opportunities for large scale philanthropist donations, to individuals leaving money in their wills, to small scale donations within the Libraries.
- **Cafes** - Where possible cafes can be installed in Libraries. Although, where either there is little space or the employee costs would restrict any income, there maybe options to locate the latest coffee vending machines inside libraries.
- **Further rental of space** - This could include photo booths or self service delivery lockers.

It is acknowledged that not all these opportunities are open to the Council and at this stage are included to understand the public perception to some of these ideas and to stimulate discussion with community groups to consider how they could support the delivery of a library service.

Review of current provision

Following the key themes of integrated service provision, community involvement, mobilisation, use of technology and commercialisation; a preferred option has been identified for each library building in the city. A detailed options appraisal document providing financial information, key data and the full range of options for each site can be viewed in the Libraries Options Appraisal appendix.



Recommended Options

Area	Recommendation
Central Library	To be transformed into a 'Super-Hub' creating a state of the art city centre location where the public can access a wide variety of public services as well as traditional library facilities
Grangetown	Continue with plans to be delivered through a Hub based approach
Canton	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian.
Ely	Continue to be delivered through a Hub based approach
Fairwater	To be delivered through a Hub based approach
Llandaff North	To be delivered through a Hub based approach
Radyr	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian.
Tongwynlais	Expand the service in the area from the current 4 hours per week at no extra cost
Whitchurch	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian.

Llanedeyrn	To be delivered through a hub based approach
Llanishen	To be delivered through a hub based approach
Rhiwbina	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian.
Rhydypenau	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian.
Rumney	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian. in an alternative location should a more suitable and accessible facility be available
Llanrumney Hub	Continue to be delivered through a hub based approach
St Mellons Hub	Continue to be delivered through a Hub based approach
Cathays	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kiosks) and support of the Neighbourhood Development Librarian.
Roath	Actively seek commercial, community and partner involvement with the continued supply of books, IT equipment (incl self serve kisoks) and support of the Neighbourhood Development Librarian in an alternative location if the condition of the property means that retaining the existing library building is unsustainable
Penylan	Continue to be delivered through a Hub based approach
Splott	Creation of a STAR Hub, inclusive of a library on the Splott Park site

Mobilisation of the Service	To review the mobilisation of the service including: •Neighbourhood Development Librarians in each area •Self-serve kiosks •Council/Partner and Volunteer groups for housebound clients • Enhance the mobile library offer

The recommendations above mean that the authority will no longer support the delivery of the Library service through stand-alone provision, and will deliver integrated services on a Hub model. Where a public service Hub is not a viable option, community support will be sought to continue the service alongside either community or commercial led activities in a community Hub. These Hubs will receive continued council funded support to meet the cost of the supply of books, ICT equipment (including self serve kiosks), training and professional librarian support from the Neighbourhood Development Librarian. Funding in excess of this offer would be withdrawn. The objective is that a library service will still be delivered from existing Library buildings, supported by community and commercial involvement except in those circumstances where condition or accessibility of that building makes this objective unachievable.

It is acknowledged that for the savings to be realised against the branch libraries it may take some time to consider and implement the proposals from community or commercial interests.

If the decision, informed by the consultation, is to adopt these recommendations where community or commercial partners are to be sought, the council would be looking for a partner who could:

- Demonstrate that they are a credible organisation
- Provide a deliverable and sustainable business case
- Implement the changes in a timely manner
- Deliver the provision with minimal council assistance
- Retain a council supported library service either in the current building or nearby location should the condition or accessibility of the existing building make such a move necessary

Neighbourhood Development Librarian

In order to assist with the recommendations it is proposed for the Library Service to be mobilised to reach a wider customer base. In particular, this includes the targeting of those 'harder to reach' groups. This will be achieved through

- Each Neighbourhood Partnership Area to have their own NDL.
- All NDL's to be qualified librarian
- Provide outreach to develop links with local community groups, schools, partners and individuals.
- Active promotion of library services to areas with the aim of increasing take up of these services.
- Creative and imaginative delivery of reading, ICT and information sessions in the community.

The financial savings linked to the strategy include ensuring the provision of Neighbourhood Development Librarians in each Neighbourhood Partnership area of the city.

Community Self Serve Kiosks

Cardiff Libraries are committed to the accessibility of services to our customers. We are proposing to develop services within our community to ensure that customers retain access to services by developing new and innovative platforms of delivery. We will be working with Community partners to develop community drop off points in various locations and buildings within the Neighbourhood Partnership Areas.

Community Partners will be supported with the books, electronic kiosk and assistance from the Neighbourhood Development Librarian.

Implementation

The implementation of the strategy will be subject to a specific Cabinet report outlining the business case for change in respect of each library building.

Fy Nghyf / My Ref: NRS/CW/BD/05.02.15

Dyddiad / Date: 06 February 2015

Councillor Bob Derbyshire
Cabinet Member for the Environment
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Derbyshire

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 FEBRUARY 2015

Draft Corporate Plan 2015 – 2017 and 2015-16 Draft Budget Proposals Environment Portfolio

Thank you for attending Committee to present your Portfolio's draft Corporate Plan and Budget proposals that fall within this Committee's terms of reference. I will be grateful if you could also pass on the thanks of Committee to Chris Hespe for his presentation and for addressing the questions raised during the meeting.

This letter contains the recommendations, observations and requests for information agreed by Members at the Way Forward at the end of the meeting, which we hope will be of assistance to you in shaping the final budget recommendations that you will be making for your Portfolio on 20 February.

Generally speaking, Members of the Committee were reassured by the information presented by officers and yourself with regard to the deliverability of the majority of the savings proposed across this Directorate and how they align with the priorities identified within the Draft Corporate Plan. We did however have a few comments and observations with regard to some of the proposals, as outline below.

It should be noted that it was agreed at the request of the Chair of the Environmental Scrutiny Committee that this Committee would scrutinise the budget proposals in relation to Bereavement Services and Public Conveniences. This was agreed in order to avoid senior officers being required to attend an additional meeting in order for two proposals to be scrutinised.

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.

The Committee is not against the decision to close a number of public conveniences across the city, however we are concerned that these disused buildings will be assumed worthless as alluded to during the meeting. The Committee is minded to note that some of these facilities could become valuable assets with a bit of creative thinking, given that some are situated adjacent to parks, cemeteries or libraries, and could for example become a small shop or kiosk in the case of the public conveniences on Llandaff High Street. The Committee welcomes the work that has been undertaken by the Council to negotiate with local businesses to allow the public access to their facilities, however we feel that this could be publicised more extensively in order to attract more of support from the business community, and so that the public have awareness of the buildings they can use.

At the meeting, you were challenged on the fact that the fees charged by Bereavement Services are already high and should not be raised any further, and we requested that information be sent through to the Committee on how these prices compare. We would like to thank your officers for promptly sending through this information and are glad to see that the figures indicate the Cardiff is below the national average for the fees charged for Local Authority cremation and burials, and that we are the cheapest Authority in South Wales for cremations. In this respect, we cannot disagree with a decision to increase the fees charged in Cardiff for Bereavement and Registration fees.

Finally, the Committee was given assurances that the increased fees and charges for allotments are in line with the ongoing Allotment Strategy being developed by the Council, and we are not minded to oppose this proposal. We would however request that this Strategy comes through the Committee at a later date, enabling us to review this service in more detail.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Chris Hespe - Director of Sport, Leisure & Culture
Christine Salter – Section 151 Officer
Marcia Sinfield – Deputy Section 151 Officer
Martin Hamilton, Chief Officer Change and Improvement
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

CABINET SUPPORT OFFICE
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CAERDYDD

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My Ref / Fy Ref: CM30039
Your Ref / Eich Ref : nrs/cw/bd/05.02.15
Date / Dyddiad: 18th February 2015

Councillor Craig Williams
Chairperson of Economy & Culture Scrutiny Committee
c/o Scrutiny Services
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear / Annwyl Craig

Economy And Culture Scrutiny Committee 5 February 2015
Draft Corporate Plan 2015 – 2017 and 2015 – 2016 Draft Budget Proposals for Environment Portfolio

Thank you for you letter dated 6 February 2015. I am grateful to you and Committee colleagues for giving the draft budget proposals such thorough consideration.

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 to 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.

We are also planning ways in which we can better coordinate the commitment from volunteers within the city's parks and green spaces, which I will be keen to report to the Committee in due course. I am pleased to say that the draft proposal to be presented to Council at the end of February 2015 features a slightly reduced saving, due to having taken on board public concern on the Park Rangers proposal.

I acknowledge that the Council needs to promote better the business toilet scheme to commerce and to the public in general, and officers will take action on this.

On another matter, I would be delighted to present the Allotment Strategy to the Committee in due course.

With regard to Bereavement & Registration Services I would like to thank the Scrutiny Committee for their observations on the proposed fees and charges increases for 2015/16 and I am pleased that the Committee is satisfied that the

Authority remains competitive in this area. The service will always look to ensure that any future increases in fees are considered along with up to date benchmarking data from neighbouring Authorities to ensure Cardiff continues to offer the best value for money within this service.

Thank you again for your scrutiny and advice.

Yours sincerely
Yn gwyir

Councillor / Y Cynghorydd Bob Derbyshire
Cabinet Member for Environment
Aelod Cabinet Dros Yr Amgylchedd

Fy Nghyf / My Ref: NRS/CW/GH/05.02.15

Dyddiad / Date: 06 February 2015

CARDIFF
CAERDYDD

Councillor Gareth Holden
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Holden

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 FEBRUARY 2015

Following the Economy & Culture Scrutiny Committee's consideration of the Draft Budget Proposals and Draft Corporate Plan on 5 February 2015, I would like to take the opportunity to thank you for all the considerable time and effort you have dedicated to allotments in Cardiff and the Allotment Strategy. This was praised by both the Cabinet Member for the Environment and Director of Sport, Leisure and Culture during the course of our meeting.

This is an area that the Committee is interested in, and we hope to consider the Allotment Strategy at a future Committee meeting. As Member Champion for Community and Food Growing we would welcome your contribution to this item, and will ensure that you are extended an invite to attend when the date for this item is confirmed.

Regards

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

Fy Nghyf / My Ref: NRS/CW/PB/05.03.15

Dyddiad / Date: 17 March 2015

CARDIFF
CAERDYDD

Councillor Phil Bale
Leader, City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Bale

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

Economic Development – Quarter 3 Performance

Thank you for attending the March meeting of the Economy and Culture Scrutiny Committee, where we considered Quarter 3 Performance of the Economic Development Directorate. I will be grateful if you could also pass on the thanks of the Committee to Neil Hanratty, Director of Economic Development for his presentation and for addressing the questions raised during the meeting. The Committee had a few comments and observations following the meeting, which are set out below.

The Committee welcomes the news that the proposed Business Improvement District (BID) is being progressed via internal sources of funding and that a partner has been appointed to help assist the Council in carrying out the necessary work to progress a BID for Cardiff. You will be aware this is an area of interest of the Committee, having recommended the development of a BID in Cardiff in our 2014 Small Business Inquiry and having written to you following our October meeting to urge you to press ahead with the implementation of a BID in Cardiff without Welsh Government financial support. We hope the BID will gain the support of the business community in Cardiff and look forward to receiving future updates on this matter.

During the meeting, the Committee questioned the future funding and staffing arrangements for Cardiff Business Council. We were informed the revenue budget for Cardiff Business Council will be reduced as agreed in the 2015/16 budget, and that if the Business Council requires dedicated support, it is something they will need to fund themselves. This position differs to what Members have been informed by individuals from the Business Council and we would like to request a clear position from you on the current and future support to be provided to Cardiff Business Council by the City of Cardiff Council. We will also be writing to Nigel Roberts to clarify his understanding and expectations of the support he is anticipating from the Council going forwards.

The Committee was pleased to hear that progress is being made with regard to safeguarding the future of the Coal Exchange, and particularly that external sources of funding, such as that from the Welsh Government, have been secured for the conservation of this building which is of such historical importance to the city and country. The future of the Coal Exchange is of interest to this Committee, having considered an item 'Saving the Coal Exchange' in January 2014, and as such, we would like to request a one page briefing note on recent progress and anticipated future milestones – with a view to undertaking more substantial scrutiny of the Coal Exchange as part of the 2015/16 Committee work programme.

During the meeting discussion took place around whether the performance indicators set for this, and other Directorates, are challenging enough, given that the majority of indicators are achieved with relative ease. We accept the point made that some of these indicators are long term targets, set a number of years ago, and as a result what was originally a challenging target has now become straightforward to achieve. We also recognise the point made that it is a credit to the Directorate that these Indicators are still being achieved having made savings of approximately 50% of the 2014/15 controllable budget. We welcomed the suggestion you made with regard to reviewing the performance indicators used by other local authorities within the Core Cities Network and exploring whether these could be adopted for Cardiff Council – we recommend this review is undertaken to inform the 2015/16 performance indicators and look forward to hearing the outcome for this and other Council Directorates.

Finally, the Committee wishes to note that we are pleased that the development of the Ice Arena is progressing. Members do, however, wish to emphasise the importance of managing communications through this project, ensuring that all stakeholders are aware of any potential delays that may occur.

To re-cap for ease, the Committee asks that the following points are addressed:

- The Committee requests a formal position on the current and future support given to Cardiff Business Council
- The Committee requests a one page briefing note on recent progress and anticipated future milestones in relation to the Coal Exchange
- Members support the idea of reviewing the performance indicators used in other Core Cities local authorities and recommend this informs the setting of 2015/16 KPIs for Cardiff
- Members look forward to a future update on the progress of a Business Improvement District in Cardiff.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Neil Hanratty – Director of Economic Development
Cheryl Cornelius and Jo Watkins – Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

Fy Nghyf / My Ref: NRS/CW/PBr/05.03.15

Dyddiad / Date: 17 March 2015

CARDIFF
CAERDYDD

Councillor Peter Bradbury
Cabinet Member: Community Development, Co-operatives & Social Enterprise
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Bradbury

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

Communities, Housing & Customer Services – Quarter 3 Performance

Thank you for attending the March meeting of the Economy and Culture Scrutiny Committee, where we considered Quarter 3 Performance of the Communities, Housing & Customer Services Directorate. I will be grateful if you could also pass on the thanks of the Committee to Isabelle Bignall and Nick Blake for their presentation and for addressing the questions raised during the meeting. The Committee had a few comments and observations following the meeting, which are set out below.

During the meeting discussion took place around the closure of Roath Library due to maintenance issues. Members were informed that a paper on this issue is intended to go to Cabinet in May 2015, and we look forward to seeing this paper, however we would like to request a briefing note is provided to us in the meantime, setting out the current position for Roath Library and an overview of the work required and timescales involved.

The Committee is pleased to hear that Neighbourhood Librarians have been recruited and are seen to be having a big impact in the areas they are working. Members understanding is that further Neighbourhood Librarians were to be employed as part of the Libraries Strategy, as resources were released at branch libraries. This was briefly explored at the meeting, but we would like further clarity on the position following the decision to continue funding branch libraries and request a one page briefing on the funding for these posts and the plans for Neighbourhood Librarians going forward.

Finally, the Committee would like to congratulate you on securing a new Mobile Library for Cardiff and are pleased that the Council is committed to continuing this

service and maintaining access to literature in areas of the city that do not have a branch library.

To re-cap for ease, the Committee asks that the following points are addressed:

- The Committee requests a briefing note on the current and future position at Roath Library
- The Committee requests a briefing note on the funding of Neighbourhood Libraries and the plans for this service going forward.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Sarah McGill – Director, Communities, Housing and Customer Services
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

Fy Nghyf / My Ref: NRS/CW/PBr/05.03.15

Dyddiad / Date: 17 March 2015

CARDIFF
CAERDYDD

Councillor Peter Bradbury
Cabinet Member: Community Development, Co-operatives & Social Enterprise
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Bradbury

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

Sport, Leisure & Culture – Quarter 3 Performance

Thank you for attending the March meeting of the Economy and Culture Scrutiny Committee, where we considered Quarter 3 Performance of the Sport, Leisure & Culture Directorate. I will be grateful if you could also pass on the thanks of the Committee to Chris Hespe, Director – Sport, Leisure & Culture, for his presentation and for addressing the questions raised during the meeting. The Committee had a few comments and observations following the meeting, which are set out below.

As discussed during the meeting, sickness absence remains a concern for the Committee, with this Directorate reporting one of the highest levels in the Council. We accept there are significant changes ongoing in this Directorate and there are inevitably stress related issues created as a result, and are content with the approach being taken to explore and understand the reasons behind this high level of sickness absence. We look forward to hearing more about the staff questionnaire that is to be issued, the results received and the actions implemented as a consequence of it, and we will be particularly interested in whether improvements have been achieved for Quarter 4 monitoring.

Members of the Committee also explored why the Directorate appears to have a poor record in relation to Personal Performance and Development Review (PPDR) compliance. It was explained to us that the actual level of PPDR compliance is far higher than the performance reports indicate, however there are complications with completed PPDRs being approved through DigiGov – with DigiGov data being used as the basis for the reported figures. The Committee requests that evidence of the actual level of PPDR compliance is sent for our consideration, and we will be monitoring this in Quarter 4 to check that improvements are made.

The Committee has concerns in relation to asset transfers and the delays in releasing Maes-y-Coed Community Centre and Plasnewydd Community Hall from Council responsibility, which have resulted in overspend within the 2014/15 budget. It is our understanding that the transfer of Maes-y-Coed Community Centre has been delayed for over a year, despite an organisation being in place to take over responsibility, and we would like clarification on why this has happened. We recognise the need for a strong business case to be in place before assets are handed over by the Council, however we are concerned that further Community Halls and Insole Court are identified as asset transfers within the 2015/16 budget, and want to stress that the Council cannot afford to repeat the delays, and subsequent overspend experienced this financial year.

Members recognise that the income target set for the Mansion House is unachievable and that it will continue to be marked as an overspend against the Directorate each year if the target is not amended. I intend to write to the Section 151 officer to recommend that this position is reviewed.

To re-cap for ease, the Committee asks that the following points are addressed:

- The Committee requests evidence of the actual level of PPDR compliance for the Directorate
- The Committee requests a briefing note clarifying why the transfer of Maes-y-Coed Community Centre has been delayed for approximately a year.

I am aware that the issues raised in relation to sickness absence and PPDR compliance cover areas of Cllr Derbyshire's portfolio as well as your own, and as such I will be raising the same issues in a letter to him.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Chris Hespe – Director of Sport, Leisure and Culture
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

Fy Nghyf / My Ref: NRS/CW/BD/05.03.15

Dyddiad / Date: 17 March 2015

Councillor Bob Derbyshire
Cabinet Member for the Environment
City of Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Dear Councillor Derbyshire

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

Sport, Leisure & Culture – Quarter 3 Performance

Thank you for attending the March meeting of the Economy and Culture Scrutiny Committee, where we considered Quarter 3 Performance of the Sport, Leisure & Culture Directorate. I will be grateful if you could also pass on the thanks of the Committee to Chris Hespe, Director – Sport, Leisure & Culture, for his presentation and for addressing the questions raised during the meeting. The Committee had a few comments and observations following the meeting, which are set out below.

As discussed during the meeting, sickness absence remains a concern for the Committee, with this Directorate reporting one of the highest levels in the Council. We accept there are significant changes ongoing in this Directorate and there are inevitably stress related issues created as a result, and are content with the approach being taken to explore and understand the reasons behind this high level of sickness absence. We look forward to hearing more about the staff questionnaire that is to be issued, the results received and the actions implemented as a consequence of it, and we will be particularly interested in whether improvements have been achieved for Quarter 4 monitoring.

Members of the Committee also explored why the Directorate appears to have a poor record in relation to Personal Performance and Development Review (PPDR) compliance. It was explained to us that the actual level of PPDR compliance is far higher than the performance reports indicate, however there are complications with completed PPDRs being approved through DigiGov – with DigiGov data being used as the basis for the reported figures. The Committee requests that evidence of the actual level of PPDR compliance is sent for our consideration, and we will be monitoring this in Quarter 4 to check that improvements are made.

The Committee welcomes the news that a partnership for Flat Holm Island is being progressed with the National Trust, Royal Society for the Protection of Birds and Flat Holm Society. We hope to see that the recommendations made during our 2012 Task and Finish Inquiry have been taken on board, and look forward to being involved in the plans for the Island and development of this partnership at future Scrutiny meetings.

To re-cap for ease, the Committee asks that the following points are addressed:

- The Committee requests evidence of the actual level of PPDR compliance for the Directorate

I am aware that the issues raised in relation to sickness absence and PPDR compliance cover areas of Cllr Bradbury's portfolio as well as your own, and as such I will be raising the same points in a letter to him.

I would be grateful if you would consider the above comments, observations and recommendations, and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Chris Hespe - Director of Sport, Leisure & Culture
Cheryl Cornelius and Jo Watkins, Cabinet Support Office
Members of the Economy and Culture Scrutiny Committee.

Fy Nghyf / My Ref: NRS/CW/CS/05.02.15

Dyddiad / Date: 17 March 2015

CARDIFF
CAERDYDD

Christine Salter
Section 151 Officer
City of Cardiff Council
Atlantic Wharf
Cardiff
CF10 4UW

Dear Christine

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

At the March meeting of the Economy and Culture Scrutiny Committee, Members considered the Quarter 3 Performance of the Sport, Leisure & Culture Directorate, and met with the Cllr Bradbury, Cllr Derbyshire and Chris Hespe to discuss a number of areas.

During the meeting the Committee explored the budget overspend issues for the Directorate and in particular the £117k shortfall in income from the Mansion House. Members were informed that despite good performance from the Mansion House the income target is set at such an unattainable level that it will always be reported as a significant overspend in the Directorate budget. As a Committee we would like to explore with you the background to this income target being set, given it is deemed unachievable by the Cabinet Member and Director responsible, and how it has been allowed to continue as a target for future years.

I would be grateful if you would consider the above request for information and look forward to receiving your feedback.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Members of the Economy and Culture Scrutiny Committee.

Fy Nghyf / My Ref: NRS/CW/NR/05.03.15

Dyddiad / Date: 17 March 2015

CARDIFF
CAERDYDD

Nigel Roberts
Chairman, Cardiff Business Council
The Courtyard
County Hall
Cardiff
CF10 4UW

Dear Nigel,

ECONOMY AND CULTURE SCRUTINY COMMITTEE – 5 MARCH 2015

At the March meeting of the Economy and Culture Scrutiny Committee, Members considered the Quarter 3 Performance of the Economic Development Directorate, and met with the Leader, Cllr Bale and Neil Hanratty to discuss a number of areas.

During the meeting, Members raised the question of the current and future support that the Council will provide to Cardiff Business Council. The position presented to us at the meeting differed from what we previously understood the level of support to be, and as such we have written to the Leader requesting he clarify this position in writing. We would also like to request that you, as Chairman of Cardiff Business Council, provide us with your understanding of the agreed current and future levels of resources and support from Cardiff Council – enabling the Committee to explore whether there are any discrepancies in relation to agreed support.

On another note, the Committee is exploring the opportunity to hold one of its future meetings in the newly opened Marketing Suite, as we have discussed previously.

Regards,

Councillor Craig Williams
Chairperson Economy and Culture Scrutiny Committee

cc Members of the Economy and Culture Scrutiny Committee.

CABINET SUPPORT OFFICE
SWYDDFA CYMORTH Y CABINET

My Ref: CM29450
Your Ref: NRS/CW/RP/12.12.14

Date: 07 January 2015

Councillor Craig Williams
Chair, Economy & Culture Scrutiny Committee
Scrutiny Services
Room 243
County Hall
Cardiff
CF10 4UW

Dear Councillor Williams

Joint Task & Finish Enquiry - Economy & Culture and Environmental Scrutiny Committees - Cardiff Central Transport Hub - 12 December 2014

Thank you for your letter dated 13 December 2014, the points you raised were considered at Cabinet on 15 December 2014 and I set out the responses below.

New Bus Station is "Development led rather than led by transport priorities":

The assertion that the new bus station is 'development-led' is completely unsubstantiated and incorrect. You will remember a previous scheme to redevelop Central Square that was brought forward in 2010 that failed when the developer decided not to go forward with the scheme. The lack of control vested in the Council at that time suggests that that scheme was developer-led. This time around, the Council rather than a developer has full control of the development, through comprehensive land ownership, and therefore the current redevelopment project for Central Square and the bus station is Council-led.

In terms of the masterplan, the Council is committed to providing a new modern bus interchange that improves the experience for bus users and bus operators. We want to put in place a facility that significantly improves operator efficiency, passenger safety and passenger security. A linear style concourse which aggregates all waiting areas together in one place and which completely separates pedestrian traffic from vehicular traffic is the most appropriate means of improving safety and security.

PLEASE REPLY TO / ATEBWCH I: Cabinet Support Office / Swyddfa Cymorth Y Cabinet,
Room / Ystafell 514, County Hall / Neuadd y Sir,
Atlantic Wharf / Glanfa'r Iwerydd, Cardiff / Caerdydd,
CF10 4UW Tel / Ffon (029) 2087 2479

In the context of Central Square, a new linear interchange can either be delivered parallel to the railway line or perpendicular to the railway line. A parallel configuration would need to be aligned along Wood Street as this would provide the longest span and would provide efficient access for buses. Other potential parallel locations are constrained by land ownership arrangements that potentially constrain access and egress arrangements for buses and there are also crowd management requirements immediately in front of the railway station.

The most suitable location for a perpendicular configuration is clearly on the NCP Car Park / Marland House site as this provides for the longest possible perpendicular span, and would enable direct access from Westgate Street for buses. It also provides potential for access from Saunders Road on event days. In terms of choosing between the two approaches (parallel or perpendicular), the Council has recognised for some time that the perpendicular approach provides the better potential for improving integration with the railway station as it will enable the concourse/waiting area to be positioned much closer to the railway station entrance.

The masterplan for the much needed regeneration of Central Square has therefore been designed around the potential to deliver a bus interchange solution on the NCP Car Park / Marland House site if a site north of the station was ultimately chosen as the preferred location for a new bus interchange. So as far as I am concerned, the development is Council-led and the master-plan is transport-led.

Lack of capacity / futureproofing:

Officers can reassure Scrutiny that as the detail design of the bus station progresses, the maximum benefits for both bus operators and passengers will be paramount to the final plan. Traffic modelling of the bus station layout and adjacent streets will be carried out, in conjunction with the wider air quality issues in the city centre. As part of this modelling exercise consideration will be given to maximising capacity by using some level of dynamic stand allocation. In addition, as was the case for the pedestrian modelling, the traffic modelling for the bus station will test an increase in growth of bus usage and look to cater for the predicted increase as part of the detail design. One of the design requirements for the new facility was the ability to accommodate existing bus demand plus 15% growth in normal services. The current bus station accommodates at peak 84 movements per hour, all three current design options offer extra capacity ranging from 112 to 144 departures per hour, well in excess of 15% growth.

Moving Traffic Enforcement:

As touched upon in the Cabinet Report, the wider bus network will be reviewed and consideration given to cross city services which may possibly not use the bus station. The current studies show that there are areas where bus journey times are consistently impacted on, so as part of the bus network review, plans for new bus priority measures and enforcement with fixed cameras will be introduced - these measures will further improve bus journey times and reliability.

These wider measures will be linked to proposals in the city centre itself and all routes in and around the city centre will be examined to design how buses will access the city centre and the future bus station.

Transitional Arrangements:

Regarding the interim arrangements officers will continue to work with operators on the required communication arrangements. As discussed in Scrutiny we believe that this is the most important part of the arrangements so that all passengers are clear where buses will be departing from whilst the bus station is closed. Communication will involve working with the transport operators to give a consistent message to our stakeholders via electronic online information, leaflets, media awareness and use of social media. On-site staff will assist passengers for the initial period following the bus station closure. In addition officers will continue to work with Arriva trains regarding the possibility of displaying bus information in the train station. Information will be presented to all identified stakeholders, in a timely manor on the steps the Council is taking to put in the interim measures in place while the development takes place to minimise disruption. An operational Project Plan and communication support information can be presented to Scrutiny early in 2015 if that will assist.

Throughout the process to date and continually throughout the detailed design process communication and engagement will be an essential part of the process. As stated previously the involvement of Scrutiny is welcomed and dates will be set in the New Year for future meetings. Meetings will also continue with stakeholders, which include the following:

Bus Operators
National Express coach operator
Network Rail
Arriva Trains
Millennium Stadium
British Transport Police
South Wales Police
Fire Service
Emergency Planning department
Access Focus Group - members include: Over 50s, cycling groups, blind representatives, deaf representatives, etc
Taxis Forum
Transport Advisors such as Prof Stuart Cole
Bus Users Cymru
Welsh Government officers particularly regarding future Metro proposals for a tram/ light rail system

The cost of the recent public consultation exercise was approximately £6,000.

I trust this information is of assistance.

Yours sincerely,
Yn gwyir,

Councillor / Y Cynghorydd Ramesh Patel
Cabinet Member for Transport, Planning & Sustainability
Aelod Cabinet dros Drafnidiaeth, Cynllunio a Chynaladwyedd

cc Paul Carter – Operational Manager, Transportation
Claire Moggridge – Operational Manager, Major Projects Infrastructure
Cabinet Office
Members of the Economy and Culture Scrutiny Committee
Members of the Environmental Scrutiny Committee

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