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## AGENDA

**Pwyllgor** PWYLLGOR CRAFFU'R ECONOMI A DIWYLLIANT

**Dyddiad ac amser y cyfarfod** DYDD IAU, 11 IONAWR 2018, 4.30 PM

**Lleoliad** YSTAFELL BWYLLGORA 4 - NEUADD Y SIR

**Aelodaeth** Cynghorydd Howells (Cadeirydd)  
Y Cynghorwyr Ebrahim, Gordon, Gavin Hill-John, Parkhill, Robson, Sattar a/ac Stubbs

Tua  
Amser.

### 1 Ymddiheuriadau am Absenoldeb

Derbyn ymddiheuriadau am absenoldeb.

### 2 Datgan Buddiannau

Dylid gwneud hyn ar ddechrau'r eitem agenda dan sylw, yn unol â'r Cod Ymddygiad Aelodau.

### 3 Cofnodion (*Tudalennau 1 - 6*)

Cymeradwyo cofnodion y cyfarfod a gynhaliwyd ar 7 Rhagfyr 2017 fel rhai cywir.

### 4 Safonau Llyfrgelloedd Cyhoeddus Cymru a'r diweddaraf am Gynigion Cyffredinol gan y Prif Lyfrgellwyr (*Tudalennau 7 - 24*)

4.30 pm

- a) Bydd y Cynghorydd Lynda Thorne, Aelod Cabinet dros Dai a Chymunedau, yn bresennol, ac efallai y bydd yn dymuno gwneud datganiad;
- b) Bydd Sarah McGill, Cyfarwyddwr Cymunedau, Tai a Gwasanaethau Cwsmeriaid; Jane Thomas, Cyfarwyddwr Cynorthwyol Cymunedau a Thai; a Nicola Pitman, Rheolwr y Llyfrgell Ganolog, yn bresennol i roi cyflwyniad ac ateb cwestiynau'r Aelodau.
- c) Cwestiynau gan aelodau'r Pwyllgor;
- d) Ystyrir camau i'w cymryd ar gyfer yr eitem hon ar ddiwedd y

cyfarfod.

**5 Papur Gwyrdd Ymgynghorol 'Adeiladu Mwy o Swyddi a Swyddi Gwell'. (Tudalennau 25 - 56)** 5.20 pm

- (a) Bydd y Cynghorydd Russell Goodway, Aelod Cabinet dros Fuddsoddiad a Datblygiad yn cael ei wahodd i wneud datganiad. Bydd Neil Hanratty, Cyfarwyddwr Datblygu Economaidd a Jon Day, Rheolwr Polisi Economaidd, yn bresennol i roi cyflwyniad ac i ateb cwestiynau Aelodau;
- (b) Cwestiynau gan aelodau'r Pwyllgor;
- (c) Ystyrir camau i'w cymryd ar gyfer yr eitem hon ar ddiwedd y cyfarfod.

**6 Adroddiad Busnes y Pwyllgor (Tudalennau 57 - 68)** 6.05 pm

**7 Dyddiad y cyfarfod nesaf**

Dydd Llun 12 Chwefror 2018 am 4.00pm yn Ystafell Bwyllgor 3, Neuadd y Sir.

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Gwener, 5 Ionawr 2018

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

***This document is available in English / Mae'r ddogfen hon ar gael yn Saesneg***

ECONOMY & CULTURE SCRUTINY COMMITTEE

7 DECEMBER 2017

Present: County Councillor Howells(Chairperson)  
County Councillors Ebrahim, Gordon, Parkhill, Robson and  
Sattar

30 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Gavin Hill-John and Stubbs. Councillors Ebrahim and Parkhill had previously advised that they would be arriving late.

31 : DECLARATIONS OF INTEREST

Councillor Robson declared a personal interest in Item 5 as a Non-Executive Director of Cardiff Bus.

32 : MINUTES

The minutes of the meeting held on 9 November 2017 were agreed as a correct record and signed by the Chairperson.

33 : LEISURE MANAGEMENT PARTNERSHIP - GLL/ COUNCIL

The Chairperson welcomed Councillor Peter Bradbury, Cabinet Member for Culture and Leisure, Jon Maidment, Operational Manager- Parks and Sports, Sarah Stork - Leisure Client Services Manager, Juliette Dickinson (GLL Regional Director) and Dawn Pinder (GLL Partnership Manager) to the meeting.

Members were advised that a year ago, the Council entered into a 15-year partnership with GLL (Greenwich Leisure Limited), who took over responsibility for running 8 Leisure Centres in Cardiff. This item enabled Members to evaluate the progress made in the first year. To help inform the scrutiny, the Chairperson had issued a press release to ask users of Leisure Centres to contact him with their observations. The Chairperson had received over 70 responses, via email and social media, raising issues and concerns and identifying improvements. The Chairperson advised Members that he would ensure that these were shared, anonymously, with attendees, as they provided valuable insights to customers concerns.

The Chairperson invited the Cabinet Member to make a statement in which he said that this item was the most important item from the Leisure Service to come before scrutiny for some time. It was noted that the majority of the specifications and challenge to achieve the zero subsidy had been determined in conjunction with the agreement of the previous committee. The Cabinet Member considered that the committee had always been hands on and had proved to be very useful in the process and he was pleased the Chair had sought feedback; he would ensure he challenged GLL on the issues raised.

It was added that currently they were early into a 15 year contract and there was a challenge to reduce the subsidy down but going forward there was a positive development coming in the form of Capital Investment and Programming.

Members were provided with a presentation on the Leisure Management Partnership GLL/Council after which the Chairperson invited questions and comments from Members;

- Members asked for more information on GP Referral membership and were advised that this was a membership that starts after a 16 week GP referral scheme had been undertaken. It was a 3 year phased membership that is subsidised in the initial year; the membership aimed to encourage regular use of the gym to aid with patient recuperation.
- Members referred to the closure of cafes in leisure centres and considered that the cafes had provided a sense of community for customers after their sessions and for parents waiting for children attending swimming lessons etc. Members asked whether there would be a future for cafes in leisure centres. The Cabinet Member stated that if the service had stayed in-house then the cafes would have closed as they were heavily subsidised and had been criticised for serving unhealthy foods. He added that the cafes also had competition in the form of cafes in Hubs and Community Cafes.

Juliette Dickinson stated that it was a shame to have had to take the decision, very few leisure centres manage to get cafes to break even. The cafes were losing around £100k per annum so they were reluctantly withdrawn. If a café was to be reintroduced in the future it would be in one of the larger leisure centres. Currently GLL are looking at better vending machines with better and healthier options.

- Members noted the commitment to healthy eating and encouraging activity but wondered how this fitted with limiting teenager's access to the gyms in the evenings and teenagers having to book in advance. Members were advised that it was policy to not have under 16s in the gym unsupervised, so access was restricted to supervised sessions as it was felt this was better for the service provided and for health and safety reasons. The age group had been expanded to include 11 to 15 year olds, but if there was a real demand then supervised sessions would be increased.
- Members asked about the impact of the café closures on staff and were advised that the majority of the staff had taken voluntary redundancy and 1 had been redeployed. Most of the positions were from the cafes but some back of house positions had been centralised.
- Members asked about sickness levels and were advised that these had been reduced by 50%, this had meant that sickness hours had been reduced from 3000 to 1500, it was noted that of the inherited 13 employees on long-term sickness, 11 had now returned to work.

- Members referred to the zero subsidy and asked if GLL were on target to achieve this. Members were advised that in year they were slightly below but that was to be expected in the first year of a new contract; there was a five year plan to get to the zero subsidy point.
- Members requested more detailed information on the results of the Better survey and were advised that this could be provided to them.
- Members asked for clarification on whether the Armed Forces Covenant had been removed and were advised that it had not been removed, there had been specific sessions held at Maindy but there had been little uptake on these; Members of the Armed Forces Covenant were still able to swim at any time at any centre in the scheme.
- Members discussed the spreading of blood borne viruses and were advised that there were strict cleaning regimes in place with appropriate chemicals used.
- Members referred to the changes to the Junior Active Card and the classes that can be accessed using it, and asked if the Council had carried out an Equality Impact Assessment to assess the impacts these changes would have. Members further asked if it was a contractual requirement for GLL to carry out EIA's. Members were advised that GLL do not have to carry out EIA's but stated that access and inclusivity was at the heart of what they do. It was stated that the Junior Active Card was giving too much away, and people who had joined later were not getting the same benefits. It was explained that next year it was likely that concessionary pricing would be brought in, targeting people who need it, those that do not qualify will pay proper prices. It was also explained that GLL were considering a bolt-on which would be a reduced price for a second course. The Cabinet Member added that the Junior Active Card had been withdrawn for new members as people were signing up for too many classes then not using them which caused problems with class numbers and staffing the classes. It was noted that communication could be better in the future and that was the first year in a long-term contract and lessons were being learned.
- Referring to communication, Members asked if there were any plans to look at how GLL communicate with its customers in terms of advising of class cancellations and getting back to people who have concerns or have complained. Members were advised that when classes are cancelled it happens at short notice and GLL have to use any means they have available to them to communicate that message, stating it can be quite difficult to cover classes especially specialist classes such as Yoga. With regards to customers' complaints and concerns, Members were advised that GLL are keen to receive customer feedback, but when comments are left on the central GLL website it can take some time to get to the correct people. Customer feedback should go to the Leisure Centre Manager in the first instance, GLL were keen to look at local arrangements on this. The Cabinet Member added that he has spoken to GLL and the Councils Communications team to work more with Twitter etc. going forward.

- Members asked if there were any significant plans to make major environmental improvements such as solar panels in Leisure Centres. Members were advised that Juliette Dickinson would endeavour to find out information on this, however Members were advised that the main emphasis in the next year would be investing in lighting, upgrading to LED efficient lighting in Leisure Centres.

RESOLVED that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

#### 34 : DELIVERY OF THE NEW BUS STATION

The Chairperson welcomed Councillor Goodway, Cabinet Member for Investment and Development and Neil Hanratty, Director Economic Development to the meeting.

***The Chairperson moved that the presentation and discussion of this item be heard in closed session as it contained confidential information by virtue of paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12a to the Local Government Act 1972.***

***The Chairperson moved that Committee resolve to exclude the Press and Public from the meeting at this point.***

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

#### 35 : CARDIFF CENTRAL STATION FEASIBILITY STUDY

The Chairperson welcomed Councillor Goodway, Cabinet Member for Investment and Development and Neil Hanratty, Director Economic Development to the meeting.

***The Chairperson moved that the presentation and discussion of this item be heard in closed session as it contained confidential information by virtue of paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12a to the Local Government Act 1972.***

***The Chairperson moved that Committee resolve to exclude the Press and Public from the meeting at this point.***

RESOLVED: that the views of the Committee would be discussed during the way forward section of the meeting and a letter sent to the Cabinet Member in due course.

## 36 : COMMITTEE BUSINESS

This report provided Members with a correspondence update report, an update on performance and budget monitoring and sought Members views on how they wished to engage with the recently launched Investment & Development Green Paper.

### RESOLVED: To

- i. note the content of the letters contained in Appendix A to the report; and
- ii. consider the Investment & Development Green Paper as a briefing at the next committee meeting.

## 37 : DATE OF NEXT MEETING

The next meeting of the Economy and Culture Scrutiny Committee is scheduled for 11 January 2018.

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

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**11 JANUARY 2018**

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**LIBRARIES PERFORMANCE AND UNIVERSAL OFFERS UPDATE**

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**Report Overview**

1. This report is split into two sections, providing Members with appropriate information to consider the following areas of:
  - Section A: Welsh Public Library Standards – Annual Report 2016/17
  - Section B: Chief Librarians Universal Offers update.

**A. WELSH PUBLIC LIBRARY STANDARDS – ANNUAL REPORT 2016/17**

2. Local authorities have a statutory duty to provide library services under the Public Libraries and Museums Act 1964. The Welsh Government launched the first set of Welsh Public Library Standards (WPLS) for Welsh authorities in 2001. This set of national standards generated comparative performance information to support improvements and greater efficiency in libraries. Since then, the Welsh Government has issued further sets of WPLS, each building on the improvements generated by the previous set.
3. The fifth quality framework of Welsh Public Standards 2014-2017 – *‘Libraries Making a Difference’* has been developed to monitor how well library services deliver benefits such as literacy, digital inclusion, cohesive communities, and health and well-being. This framework has moved away from the standards and performance indicators used in previous years and has instead introduced core entitlements, quality indicators and indicators to measure the impact of library services. The full document can be found via the following link:  
<http://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/libraries/public-library-standards/?lang=en>

4. The desired outcome of the fifth framework is that libraries deliver all the services and facilities listed as core entitlements. The framework has been themed around four areas of core service, each of which has a number of core entitlements. The core services and related entitlements are listed in **Appendix A**. The framework also contains 16 quality indicators, of which seven have targets, and three impact measures.
  
5. Every year, Cardiff Council submits an annual return to the Welsh Government, detailing how it has met the core entitlements and providing information against quality indicators and impact measures. The Welsh Government undertakes an assessment of the return and provides a report on this, summarising performance. The report for 2016/17 is attached at **Appendix B** and shows performance against the quality indicators and impact measures, including comparator data with other Welsh library services.

### **Annual Report 2016/17**

6. The evaluation found that:
  - Cardiff is meeting all 18 core entitlements in full
  - Of the seven quality indicators which have targets, Cardiff achieved four in full and three in part (*in 2015/16 Cardiff achieved three in full, two in part and did not achieve two*)
  - The main areas of concern are low levels of staffing and investment in resources, reflected in below-average customer satisfaction levels compared to other library services.
  
7. The three quality indicators which were partially met were:
  - Quality indicator 8: Up-to-date reading material:
    - Acquisitions per capita
    - Materials spend per capita
  - Quality indicator 10: Online Access
    - Computers per capita
  - Quality Indicator 13: Staffing levels and qualifications
    - Staff per capita
    - Professional staff per capita.

8. The impact measures are detailed on page 3 of the annual assessment report, attached at **Appendix B** and show how Cardiff measures against other library services in Wales.
9. Highlights from the commentary of the assessment report include:
- User surveys show high levels of satisfaction amongst children, although adult satisfaction levels are below the median for Wales as a whole.
  - Attendance at formal training, and rates of informal training per capita, have increased and are amongst the highest in Wales.
  - Physical visits have increased for the second consecutive year, possibly because of more co-located sites, and there have been increases in rates of membership and active borrowers. Opening hours increased compared to last year and Cardiff has met the target this year.
  - Use of audio-visual and electronic collections remains low.
  - There has been a welcome increase in acquisitions and the targets for replenishment rate, materials for children and materials in the Welsh language have all been met this year.
  - ICT provision has fallen temporarily due to refurbishment at one location but there has been an increase in usage levels.
  - Professional staffing levels are amongst the lowest in Wales, with overall staffing levels also below median. The service makes extensive use of volunteers.
  - The proportion of the budget spent on other operational costs has fallen compared to last year.
  - The figures suggest the service is operating efficiently, with total spending per capita above the median for Wales, but net cost per visit is again the lowest in Wales at £1.50.
10. The concluding remarks of the Annual Assessment report state *“There are some welcome improvements in Cardiff’s performance this year, despite further extensive budget cuts. Concerns remain over continued low staffing, and investment in resources, which are reflected in below average customer satisfaction levels compared to other library services. Possible outcomes of the Hub strategy include increases in some measures of library usage, and the service is also actively engaging on digital and health and wellbeing agendas’.*

## Previous Scrutiny

11. The Economy and Culture Scrutiny Committee monitored performance against the Welsh Public Libraries Standards fourth and fifth frameworks across 2012-15. Members raised the following recurring scrutiny issues during this period:

- staffing levels in libraries in Cardiff are a chronic issue with Cardiff being in the lowest quartile for the whole of Wales;
- qualification levels of staff are below the WLPS standard; and
- the levels of new stock acquisitions have been an area of concern.

## B. THE SOCIETY OF CHIEF LIBRARIANS: UNIVERSAL OFFERS UPDATE

12. The Society of Chief Librarians (SCL)<sup>1</sup> has worked with key partners, including The Arts Council and The Reading Agency, to identify six key areas of service regarded by service users as integral to public libraries. These areas of service are: reading; information; digital; health; learning; and culture.

13. SCL and partners have developed a 'universal offer' for each of these areas, providing a positive vision for the future of public libraries. Each offer is underpinned by the Six Steps initiative, which ensures access for people with visual impairments, and the Children's Promise, which sets out how libraries engage with children and young people as they grow. Further information is available via the hyperlinks below and at: <http://goscl.com/universal-offers/>

- [Reading Offer](#)
- [Information offer](#)
- [Digital offer](#)
- [Health offer](#)
- [Learning offer](#)
- [Culture Offer](#)

14. A poster for the Universal Offers 2018 is attached at **Appendix C**, for Members information.

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<sup>1</sup> The Society of Chief Librarians leads and manages public libraries in England, Wales and Northern Ireland. SCL is made up of the head of service of every library authority, and advocates for continuous improvement of the public library service on behalf of local people.

## **Way Forward**

15. Councillor Lynda Thorne (Cabinet Member – Housing and Communities) will attend, and may wish to make a statement. The following officers will be in attendance to provide a presentation on each section and to answer Members' questions:
  - Sarah McGill (Director – Communities, Housing & Customer Services)
  - Jane Thomas (Assistant Director – Housing and Communities)
  - Nicola Pitman (Central Library Manager).
  
16. The presentations will be circulated ahead of the meeting; the presentation on the Universal Offers will provide information on how libraries are performing against each offer.

## **Legal 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 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**

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

19. The Committee is recommended:
  - a. to consider whether it wishes to pass on any comments, observations or recommendations to the Cabinet;
  - b. to discuss whether it wishes to schedule any further scrutiny of these issues.

**Davina Fiore**  
**Director of Governance and Legal Services**  
**5 January 2018**

The following Appendices are attached:

**Appendix A:** *Welsh Public Library Standards 2014-17: core services and entitlements*

**Appendix B:** *Fifth Assessment Framework for Welsh Public Library Standards: Annual Return 2016/17*

**Appendix C:** *Universal Offers 2018 poster*

## Welsh Public Standards 2014-2017 – *‘Libraries Making a Difference’*

### Core entitlements

#### Customers and Communities

- **WPLSCE 1** – Libraries in Wales will ensure friendly, knowledgeable and qualified staff are on hand to help.
- **WPLSCE 2** – Libraries in Wales will stage a range of activities to support learning, enjoyment and enable users to obtain the maximum benefit from the available resources.
- **WPLSCE 3** – Libraries in Wales will provide access to a range of services and resources to support lifelong learning, personal well being and development, and community participation.

#### Access for All

- **WPLSCE 4** – Libraries in Wales will be open to all members of their communities.
- **WPLSCE 5** – Libraries in Wales will be free to join.
- **WPLSCE 6** – Libraries in Wales will provide a safe, attractive and accessible physical space with suitable opening hours.
- **WPLSCE 7** – Libraries in Wales will provide appropriate services, facilities and information resources for individuals and groups with special needs. Special needs can be caused by physical and health impairment, economic disadvantage (e.g. long term unemployment), cultural difference (e.g. language, new arrivals), educational background, or other circumstances that require special library services.

#### Learning for Life

- **WPLSCE 8** – Libraries in Wales will lend books for free.
- **WPLSCE 9** – Libraries in Wales will deliver free access to information.
- **WPLSCE 10** – Libraries in Wales will provide free use of the Internet and computers, including Wi-Fi.
- **WPLSCE 11** – Libraries in Wales will deliver free use of online information resources 24 hours a day.
- **WPLSCE 12** – Libraries in Wales will provide access to high quality resources in a range of formats, including those in the Welsh language, reflecting changing forms of publication.
- **WPLSCE 13** – Libraries in Wales will share their catalogues, to enable a single search of all Welsh library resources.

## **Leadership and Development**

- **WPLSCE 14** – Libraries in Wales will promote libraries to attract more people to benefit from their services.
- **WPLSCE 15** – Libraries in Wales will regularly consult users to gather their views on the service and information about their changing needs.
- **WPLSCE 16** – Libraries in Wales will work in partnership to open up access to the resources of all Welsh libraries.
- **WPLSCE 17** – Libraries in Wales will provide access to the library service's strategy, policies, objectives and vision, in print and online, in a range of languages appropriate for the community.
- **WPLSCE 18** – Libraries in Wales will provide a clear, timely and transparent complaints process if things go wrong.





Llywodraeth Cymru  
Welsh Government

Paul Orders  
Chief Executive  
City and County of Cardiff Council  
County Hall  
Atlantic Wharf  
Cardiff  
CF10 4UW

29 September 2017

Dear Paul,

### **Fifth Assessment Framework for Welsh Public Library Standards: Annual Return 2016-17**

The Public Libraries and Museums Act 1964 sets out the statutory duties of public library authorities to "*provide a comprehensive and efficient library service*" and makes it a duty of the Welsh Ministers "*to superintend and promote the improvement*" of public library services in Wales. In accordance with these statutory requirements the Welsh Government has completed its assessment of your authority's library service Annual Return for 2016-17, and the full report is attached to this letter.

This is the final year of assessment under the fifth framework. The independent assessor, in consultation with a Reference Group comprising Welsh Government officials and three heads of library services, found that:

- Cardiff continues to meet all of the 18 core entitlements in full.
- Of the 7 quality indicators which have targets, Cardiff achieved 4 in full and 3 in part; an improvement over previous years.
- There are some welcome improvements in Cardiff's performance this year, despite further extensive budget cuts. Concern remains over continued low staffing, and investment in resources, which are reflected in below average customer satisfaction levels compared to other library services. Possible outcomes of the Hub strategy include increases in some measures of library usage, and the service is also actively engaging on digital and health and well-being agendas.

I am grateful for the support from your library service in submitting this year's return and liaising with the independent assessor and MALD officials on this important piece of work.

Museums, Archives and Libraries Division  
Welsh Government, Rhodfa Padarn, Aberystwyth, Ceredigion, SY23 3UR.



Tel: 0300 062 2112  
E-mail: [MALD@gov.wales](mailto:MALD@gov.wales)  
Website: <http://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/>

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We welcome correspondence in Welsh. Correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Should you have any queries concerning the report or the assessment process, please contact Alyson Tyler, Senior Libraries Development Adviser, tel: 0300 062 2103, email: [alyson.tyler@gov.wales](mailto:alyson.tyler@gov.wales)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Owen', written in a cursive style.

**Peter Owen**  
Acting Head of MALD

CC: Library Service Manager  
Scrutiny Officer

# Welsh Public Library Standards 2014-17

## Cardiff City Council

### Annual Assessment Report 2016-17

This report has been prepared based on information provided in Cardiff's annual return, case studies and narrative report submitted to Museums, Archives and Libraries Division of the Welsh Government.

#### 1) Executive summary

Cardiff continues to meet all of the 18 core entitlements in full.

Of the 7 quality indicators which have targets, Cardiff achieved 4 in full and 3 in part; an improvement over previous years.

There are some welcome improvements in Cardiff's performance this year, despite further extensive budget cuts. Concern remains over continued low staffing, and investment in resources, which are reflected in below average customer satisfaction levels compared to other library services. Possible outcomes of the Hub strategy include increases in some measures of library usage, and the service is also actively engaging on digital and health and well-being agendas.

- Four good impact case studies were provided which demonstrated a range of impacts on individual users and groups of users in various settings.
- User surveys show high levels of satisfaction amongst children, although adult levels are below the median for Wales. Rates of attendance at formal training sessions and rates of informal training per capita have increased, and are among the highest in Wales.
- Physical visits have increased for the second consecutive year, possibly as a result of more co-located sites, and there have been increases in rates of membership and active borrowers. Use of the audio-visual and electronic collections remains low, however. The service meets the targets for access to service points.
- There has been a welcome increase in acquisitions, and the targets for replenishment rate, materials for children and materials in the Welsh language have all been met this year. ICT provision has temporarily fallen due to refurbishment at one location, but there has been an increase in usage levels.
- Professional staffing levels are among the lowest in Wales, with overall staffing levels also below the median. The service makes extensive use of volunteers. The proportion of the budget spent on other operational costs has fallen compared to last year. Despite temporary library closures for refurbishment, opening hours increased compared to last year and Cardiff has met the target this year. The proportion of unplanned closures has been further reduced, with a newer library vehicle contributing to a significant improvement in missed mobile library stops.
- The figures suggest the service is operating efficiently, with total spending per capita above the median for Wales, but net cost per visit is again the lowest in Wales, at

£1.50.

Considering the four areas in the framework (*Customers and communities; Access for all; Learning for life; and Leadership and development*) in comparison to the rest of Wales, Cardiff is generally performing well in the broad areas of *Access for all* and *Learning for life*. Performance in the remaining areas is mixed.

Compared to previous years, Cardiff has improved its performance in a number of areas, including customer engagement, acquisitions, and unplanned closures. More volunteers are being used to support the service.

## 2) Performance against the standards

The standards framework comprises of core entitlements, quality indicators with targets, quality indicators with benchmarks and impact measures. Section 2 summarises achievements against the core entitlements, the quality indicators which have targets, the quality indicators showing performance against others, and impact measures. A narrative assessment of the authority's performance is made in Section 3.

### a) Core entitlements

Cardiff continues to meet all of the 18 core entitlements in full.

### b) Quality indicators with targets

There are 16 quality indicators (QI) within the framework. Of the 7 which have targets, Cardiff is achieving 4 in full and 3 in part:

Quality Indicator	Met?	
QI 3 Individual development:		Met in full
a) ICT support	✓	
b) Skills training	✓	
c) Information literacy	✓	
d) E-government support	✓	
e) Reader development	✓	
QI 5 Location of service points	✓	Met in full
QI 8 Up-to-date reading material:		Partially met
a) Acquisitions per capita	✗	
or Materials spend per capita	✗	
b) Replenishment rate	✓	
QI 9 Appropriate reading material:		Met in full
a) % of material budget on children	✓	
b) % of material budget spent on Welsh	✓	
or Spend on Welsh per capita	✓	
QI 10 Online access:		Partially met
a) All service points	✓	
Computers per capita	✗	
b) Wi-Fi provision	✓	
QI 13 Staffing levels and qualifications:		Partially met

Quality Indicator	Met?
a) Staff per capita	✗
b) Professional staff per capita	✗
c) Head of service qualification/training	✓
d) CPD percentage	✓
QI 16 Opening hours per capita	✓ Met in full

This is an improvement over the position in previous years. Performance has improved against QI 8, with the target for replenishment rate being met, and on QI 9 and QI 16, which are now both met in full.

### c) Impact measures

The framework contains three indicators which seek to gather evidence of the impact that using the library service has on people's lives. Through these and other indicators it is possible to see how the library service is contributing towards educational, social, economic and health and wellbeing local and national agendas. These indicators do not have targets. Not all authorities collected data for the impact indicators, and ranks are included out of the numbers of respondents stated, where 1 is the highest scoring authority.

Cardiff undertook a customer survey of both adults and children in February 2016. Note that the percentage of attendees of training sessions who said that the training had helped them achieve their goals is based on a very small sample of just 83 responses.

Performance indicator		Rank	Lowest	Median	Highest
QI 1 Making a difference					
b) % of children who think that the library helps them learn and find things out:	91%	13/19	68%	93%	100%
e) % of adults who think that the library has made a difference to their lives:	87%	9/19	36%	86%	97%
% of children who think that the library has made a difference to their lives:	85%	7/17	58%	82%	98%
QI 4 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	100%	1/19	80%	97%	100%

Cardiff provided four impact case studies which showed the real difference the library service makes:

- A volunteer through Jobseekers who received support and encouragement at a difficult time, and gained paid employment as a consequence.
- Parkinson's Cafes in three branch libraries giving sufferers more self-confidence and independence.
- The personal story of how the library helped a Developer Advocate for Google invited to speak to the library's Google Developer Group while he was a student at Cardiff University.
- The work of the Neighbourhood Development Librarians with one inner city school in particular which has increased take-up of library services by pupils and their families

#### d) Quality performance indicators and benchmarks

The remaining indicators do not have targets, but allow performance to be compared between authorities. The following table summarises Cardiff's position for 2016-17. Ranks are included out of 22, where 1 is the highest, and 22 the lowest scoring authority, unless stated otherwise. Indicators where fewer than 22 authorities supplied data are those where relevant data elements were not available to some authorities. Figures reported in respect of the first two years of the framework for QI 4 to QI 16 are repeated for convenience of comparison. Note that indicators 'per capita' are calculated per 1,000 population.

Performance indicator	Rank	Lowest	Median	Highest	2015/16 Rank	2014/15 Rank	
<b>QI 1 Making a difference</b>							
a) new skills	71%	10/19	23%	71%	93%		
c) health and well-being	43%	14/20	26%	56%	94%		
d) enjoyable, safe and inclusive	95%	16/19	93%	98%	100%		
<b>QI 2 Customer satisfaction</b>							
a) 'very good' or 'good' choice of books	84%	18/20	74%	90%	98%		
b) 'very good' or 'good' customer care	93%	19/20	90%	99%	100%		
c) 'very good' or 'good' overall	95%	15/20	92%	97%	100%		
d) child rating out of ten	9.5	3 /19	8.6	9.1	10.0		
<b>QI 4 User training</b>							
a) attendances per capita	161	2	3	34	248	134 2	39 5
c) informal training per capita	331	5 /20	1	156	712	278 6 / 19	115 15 / 21
<b>QI 6 Library use</b>							
a) visits per capita	6,751	1	2,453	4,033	6,751	6,185 1	5,955 1
b) virtual visits per capita	2,299	1 /21	341	922	2,299	2,475 1	2,449 1
c) active borrowers per capita	235	1	77	153	235	217 3	232 3
<b>QI 7 Attendances at events per capita</b>	487	3	62	214	496	293 6	221 9
<b>QI 11 Use of ICT - % of available time used by the public</b>							
a) equipment	40%	5 /21	16%	32%	69%	35% 8	46% 5
<b>QI 12 Supply of requests</b>							
a) % available within 7 days	68%	16/21	48%	70%	82%	68% 18	72% 9
b) % available within 15 days	78%	20/21	65%	85%	96%	77% 20	82% 17
<b>QI 13 Staffing levels and qualifications</b>							
(v) a) total volunteers	209	1	0	24	209	103 1	31 4
b) total volunteer hours	5,156	1	0	798	5,156	3,699 1	927 6
<b>QI 14 Operational expenditure</b>							
a) total expenditure per capita	£14,125	8 /21	£6,745	£11,979	£16,968	£16,536 6 / 21	£17,410 4
b) % on staff	46%	21/21	46%	58%	75%	40% 21 / 21	49% 19
% on information resources	12%	15/21	4%	13%	25%	9% 19 / 21	10% 20
% on equipment and buildings	19%	2 /21	0%	4%	20%	16% 2 / 21	20% 3
% on other operational costs	22%	10/21	9%	22%	37%	34% 3 / 21	22% 12

Performance indicator	Rank	Lowest	Median	Highest	2015/16 Rank	2014/15 Rank	
c) capital expenditure per capita	£1,059	7 /21	£0	£341	£16,692	£4,677 1 / 21	£481 10
QI 15 Net cost per visit	£1.50	20/20	£1.50	£2.33	£3.30	£1.83 21 / 21	*
QI 16 Opening hours ( <i>see note</i> )							
(ii) a) % hours unplanned closure of static service points	0.01%	2	0.00%	0.00%	0.48%	0.04% 15	0.17% 18
b) % mobile stops / home deliveries missed	0.29%	5 /19	0.00%	0.13%	8.33%	3.49% 17 / 19	5.4% 19 / 19

Note: Rankings here have been reversed, so that 1 is the lowest scoring (best performing) authority.

\* Income data for 2014-15 not available to calculate this figure.

Data on Wi-Fi usage has only been provided by three authorities for 2016-17 and so is not included in the table above.

### 3) Analysis of performance

The core entitlements and quality indicators are divided into four key areas. This section of the report outlines performance against the quality indicators within these four areas, and compares results with those from the first two years of the framework.

#### a) Customers and communities

Cardiff carried out customer surveys in February 2016. Adult satisfaction levels are below the median for Wales as a whole, but the results from the children's survey are better, being the third highest in Wales. All static service points are providing the full range of services in support of individual development. Attendance at formal training has increased for the second year, and the per capita level is the second highest in Wales. Rates of informal training reported have also increased further, and are above the median for Wales.

#### b) Access for all

Cardiff meets the target for access to service points, with 97% of the population within easy reach. Physical visits per capita have increased for the third consecutive year, and remain the highest in Wales. The Hub model is thought to contribute to this, but is not the only factor, with increased attendance at library events and activities.

Both the number of library members and the number of active borrowers have increased since last year, and are the highest in Wales. However, book and audio-visual issues have both fallen slightly this year. While book issues per capita remain the second highest in Wales, audio visual issues per capita are the lowest in Wales and this is an area which the service may wish to investigate.

#### c) Learning for life

There has been a welcome increase in the rate of acquisitions, and the target for replenishment rate has now been achieved. The authority is also meeting targets for the purchase of materials for children and material in the Welsh language. Having increased the number of PCs available last year, a temporary reduction this year has led to this target being missed; the authority expects performance to improve next year. Percentage usage of computers has increased slightly. Cardiff is unable to measure the hours of Wi-Fi network usage, but notes a significant increase in customers using their own devices, and

reported a usage figure in Gigabytes of data accessed.

There has been a slight improvement in the speed of delivery of requests over 15 days, compared to last year, following a remapping of stock alignment processes, and further improvement is anticipated next year.

#### **d) Leadership and development**

There have been further falls in staffing levels, and the targets are not met. The authority notes that recruitment strategies are under consideration which will include qualification requirements. Staff are encouraged to participate in training, and the Lead Libraries Officer is a Chartered Librarian. Cardiff has doubled its use of volunteers during the year, to 209, each giving an average of 25 hours to the service. Volunteers are recruited through a variety of schemes including schools, the Duke of Edinburgh's Award scheme, and work experience placements.

The service has experienced a further 14% cut in its revenue budget although spending per capita remains above the median for Wales. The proportion spent on other operational costs has fallen back to the level of two years ago, after increasing last year. The average net cost per visit has fallen to £1.50 compared to £1.83 last year. This remains the lowest in Wales, and results from a combination of increased visits and falling expenditure.

Despite the temporary closure of several locations for refurbishment during the year, aggregate opening hours have increased and the target has been met, and further improvement is expected next year. The service has further reduced the proportion of unplanned closures and missed mobile library stops, with a newer travelling library vehicle making a marked impact on the latter's performance.

#### **4) Strategic context**

Cardiff provided an extensive statement outlining its contribution to the goals of the Wellbeing of Future Generations Act and the ambitions for citizens set out in *Taking Wales forward 2016-21*. The Hub strategy for service delivery provides a sustainable approach during challenging times.

#### **5) Future direction**

A key priority is to develop and embed the SCL universal offers during 2017-18. Work with the Dyslexia Association on the development of public library dyslexia friendly standards could benefit those affected. The Hub building programme is expected to conclude during 2017 with the opening of Llanishen Hub.

#### **6) Conclusion**

There are some welcome improvements in Cardiff's performance this year, despite further extensive budget cuts. Concern remains over continued low staffing, and investment in resources, which are reflected in below average customer satisfaction levels compared to other library services. Possible outcomes of the Hub strategy include increases in some measures of library usage, and the service is also actively engaging on digital and health and well-being agendas.



The six Universal Offers, along with the Children's Promise and Six Steps for Blind and Partially-Sighted People, cover key areas for a 21st Century library service. These offers are an integral part of our service for customers.

## Health Offer

Public libraries contribute to the health and well-being of local communities. This offer promotes and enables key health partnerships. *Delivered in partnership with The Reading Agency.*



## Culture Offer

Libraries are a place where users can experience vibrant and diverse cultural events, reaching communities who do not normally take part in the arts.

## Information Offer

Libraries support people to access information and services in vital areas: government online information and services, careers and job seeking, health, personal financial information and benefits.

## Reading Offer

Public libraries provide a modern reading service within local communities, in all formats and for all ages. *Delivered in partnership with The Reading Agency.*



# The Universal Offers 2018



## Learning Offer

Libraries are a space where lifelong learning takes place by providing resources, spaces and opportunities for children and adults to explore and learn together.

## Digital Offer

Digital services, skills and access underpins a 21st century library service; Digital supports and enables the delivery of all the offers.



## Six Steps

Six crucial pledges every library service makes to provide a nurturing reading and learning environment for blind or partially sighted people.



## Children's Promise

Shaping 21st century children's library services and sets out the library journey – the way libraries engage with children and young people as they grow. The Promise underpins all other offers in relation to children.

### JANUARY

- 4 Jan: World Braille Day
- 9-15 Jan: National Obesity Awareness Week

### FEBRUARY

- 6 Feb: Safer Internet Day
- Be Online campaign
- LGBT History Month

### MARCH

- 1 Mar: World Book Day
- 5-10 Mar: Careers Week
- 12-18 Mar: Shakespeare Week
- 26 Mar-2 Apr: World Autism Awareness Week

### APRIL

- 7 Apr: World Health Day
- 22 Apr: Earth Day
- 23 Apr: World Book Night

### MAY

- 7-13 May: Mental Health Awareness Week
- 14-20 May: Dementia Awareness Week

### JUNE

- 1-7 Jun: Volunteers Week
- National Bookstart Week
- 4-17 Jun: Make a Noise in Libraries fortnight
- 12-18 Jun: Carers Week
- 19-25 Jun: Festival of Learning Week

### JULY

- Summer Reading Challenge
- 2-8 Jul: Health Information Week
- 15 Jul: Disability Awareness Day
- Scams Awareness Month

### AUGUST

- Summer Reading Challenge
- 12 Aug: International Youth Day

### SEPTEMBER

- Worlds Biggest Coffee Morning
- Reading Ahead
- Summer Reading Challenge
- 8 Sep: Int'l Literacy Day
- 28 Sep: National Poetry Day

### OCTOBER

- 6-7 Oct: Fun Palaces Weekend
- 8-13 Oct: Nat'l Libraries Week
- 10 Oct: World Mental Health Day
- 11 Oct: World Sight Day
- Get Online Week
- EU Coding Week
- 14-29 Oct: Family Learning Festival
- Black History Month

### NOVEMBER

- 1 Nov: National Stress Awareness Day
- Movember: Men's Health Awareness Month
- 13-17 Nov: Anti bullying week
- 13-19 Nov: Financial Capability Week

### DECEMBER

- 1 Dec: Small Business Saturday
- 1 Dec: World Aids Day
- 10 Dec: Human Rights Day
- Computer Science Education Week

Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**11 JANUARY 2018**

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**BUILDING MORE AND BETTER JOBS: Consultation Green Paper**

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**Purpose of Report**

1. To provide Members of this Committee with a briefing on the '*Building More and Better Jobs*' Consultation Green Paper.

**Background**

2. At Council on 28 September 2017, Councillor Russell Goodway gave a commitment to bring forward a Green Paper on Economic Development:

*'the new Administration's programme, set out in the Capital Ambition document, commits to the publication of a Green Paper designed to build a consensus across all sectors and stakeholders on the future economic vision for the city. The Leader of the County Council has made it clear to me that he is eager to achieve the widest possible ownership of the County's resulting economic development agenda... I will seek the Lord Mayor's permission to schedule an appropriate discussion on the Green Paper at a future meeting of the County Council to ensure that all elected members have an opportunity to influence the future policy direction.'*<sup>1</sup>

3. A consultation Green Paper has been developed, attached at **Appendix A**, and was launched for consultation at Council on 30<sup>th</sup> November 2017 by Councillor Russell. The relevant extract from his statement is provided below:

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<sup>1</sup> Minutes of Full Council 28 September 2017

The County Administration is, today, publishing its promised Investment & Development Green Paper "*Building More and Better Jobs*" which will form the basis of an extensive consultation exercise designed to generate a refreshed economic development agenda for our nation's capital city and its hinterland. This honours the commitment set out in the Administration's recently published policy document *Capital Ambition*.

The publication marks the beginning of a three-month consultation period which will allow local residents, businesses and all those that depend on the Cardiff economy the opportunity help shape an ambitious agenda aimed at rebuilding the momentum of Wales' economic dynamo. The Green Paper is available online and can be accessed via the Council's website.

A series of meetings and events will be held over the next three months designed to allow the greatest possible engagement with those who want to influence and inform the development of a White Paper to be published next year. I will seek an opportunity for the Council to debate the Green Paper in January to ensure that every member has the opportunity to contribute to this important exercise.

It is clear that the Council has much to do to rebuild its relationship with the private sector which we will need to rely on to help deliver the ambitious agenda that is so critical to Cardiff and Wales in the post-Brexit era. The Council has done this successfully in the past, but it is dependent on providing confidence and clarity in the direction that our city is heading. This Green Paper will trigger the start of that process.

4. The Green Paper is being taken to Full Council on 25 January 2018 for debate, as per the Council's procedure rules, set out at Point 21, Council Meeting Procedure Rules, Council Constitution (*pages 135-136*). The consultation lasts for three months and is scheduled to close in at the end of February 2018.

## **Issues**

5. The '*Building More and Better Jobs*' Consultation Green Paper outlines the aims, objectives and intentions of the Administration with regard to economic development. It sets out key issues and aspects regarding future investment and development in Cardiff and seeks respondents' views on a series of questions related to these.

6. The Administration's intentions, outlined on page 3 and pages 8-9, **Appendix A**, are to:
  - Build a more Connected Capital
  - Build on our success as a Business Capital
  - Develop a more Inclusive Capital
  - Build a Smarter City.
  
7. The aims and objectives for a competitive city economy are listed on page 5, split into areas that the administration wish to boost and areas that the administration wish to decrease.
  
8. On page 6, the Green Paper sets out the case for competitive cities and highlights the need to consider a post-Brexit future and how Cardiff responds to this.
  
9. On pages 10-11, the Green Paper seeks the views of respondents on a spatial strategy for the city, proposing the following focus for developments:
  - City Centre –business/ office-led mixed use development
  - Cardiff Bay –leisure–led infrastructure development
  - North Cardiff –innovation/ knowledge led growth
  - East Cardiff – industry/ manufacturing, distribution and trade related
  - West Cardiff – sport- led infrastructure development.
  
10. The 'Building More and Better Jobs' Consultation Green Paper aims to seek the views of respondents to the following 16 questions:  
  
Q1 - What are the key issues for the Cardiff economy?  
Q2 - What should be the key indicators of success for Cardiff?  
Q3 - What should Cardiff's role be in the city-region?  
Q4 - How can we continue to engage with Europe in a post-Brexit era?  
Q5 - What can we do to improve connectivity?  
Q6 - How can we create more and better jobs?  
Q7 - How can everyone benefit from growth?

- Q8 - How can we become a smarter city?
- Q9 - What should Cardiff's spatial strategy be?
- Q10 - What can we do to support business development in the city centre?
- Q11 - What can we do to support leisure activities in the Bay?
- Q12 - What can we do to develop Cardiff West as a sporting destination?
- Q13 - What opportunities are there to support industry in Cardiff East?
- Q14 - What opportunities are there to support innovation in North Cardiff?
- Q15 - How should we use events to support the city's economy?
- Q16 - How can we make sure everyone benefits from growth in Cardiff?

### **Previous Scrutiny**

11. In 2013, the Committee held a workshop to scrutinise '*Rebuilding Momentum: A Green Paper on the Future of Cardiff's Economy*'. The Committee's response is attached at **Appendix B**, for Members information.

### **Way Forward**

12. Councillor Russell Goodway (Cabinet Member – Investment & Development) will attend, and may wish to make a statement. The following officers will be in attendance to provide a presentation and answer Members' questions:
- Neil Hanratty (Director of Economic Development)
  - Jonathan Day (Economic Policy Manager).

### **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:
  - a. to consider whether it wishes to pass on any comments, observations or recommendations to the Cabinet;
  - b. to discuss whether it wishes to schedule any further scrutiny of these issues.

**Davina Fiore**  
**Director of Governance and Legal Services**  
**5 January 2018**

Mae'r dudalen hon yn wag yn fwriadol





# Building More & Better Jobs

## Consultation Green Paper



Cover image courtesy of Lee Smith

# Building more and better jobs

## Cardiff is no ordinary British city:

## Key facts:

We are growing faster than any other UK city



Faster growth in projected population than any of the UK Core Cities

We are creating more and more jobs



Faster jobs growth than any of the UK Core Cities - 15,000 new private sector jobs in past 2 years

We are attracting a bigger increase in international visitors than any other city.



Fastest increase in international visitors of any UK Core City

We have one of the UK's most skilled workforces



45% of the working age population have a qualification at NVQ4 or above

We are second to none in terms of quality of life



UK's number one city for quality of life

We have a growing reputation for world class research



Cardiff University ranked 6th in the recent Research Excellence Framework

We have strengths in creative industries, finance, tech and advanced manufacturing



Hub of Wales' creative sector, and over 60,000 employed in finance, business and communications

We are the heart of the Welsh economy



90,000 daily commuters, and more than half of the visitors to the city region

We are a city that has delivered. However, we know there is more to do.

Thousands of people in the city are still looking for work



Almost 10,000 people looking for work, with a 7% unemployment rate for 20-24 year olds

Income inequality persists



The top 10% of earners bring home 3 times as much as the bottom 10%

Productivity lags behind other cities



Productivity lags Core City average

We know that the city needs to find a higher gear..

Cardiff's regeneration story has been a remarkable one. It has transformed itself from a city weighed down by deindustrialisation in the 1970s to one of the most competitive in the UK. It is a young and talented city with a growing business base, a bustling start-up culture and a thriving visitor economy.

If we are to continue to deliver for the people of Cardiff and Wales however we cannot stand still. We must continue to drive forward investment in our city, and we must put in place the building blocks to fulfil our city's potential. We know that this potential is vast.

## We will have a relentless focus on delivering more, and better, jobs for the people of Cardiff.

We also know however that in Cardiff the gap between rich and poor continues to persist and that some of Cardiff's communities are amongst Wales' poorest. It is imperative that we can translate our good economic performance into better outcomes for everyone in our city. In an economic climate dominated by austerity, which has hit the most vulnerable areas hardest, we have a responsibility to continue our city's story, delivering more and better jobs for people in Cardiff and driving forward the Welsh economy.

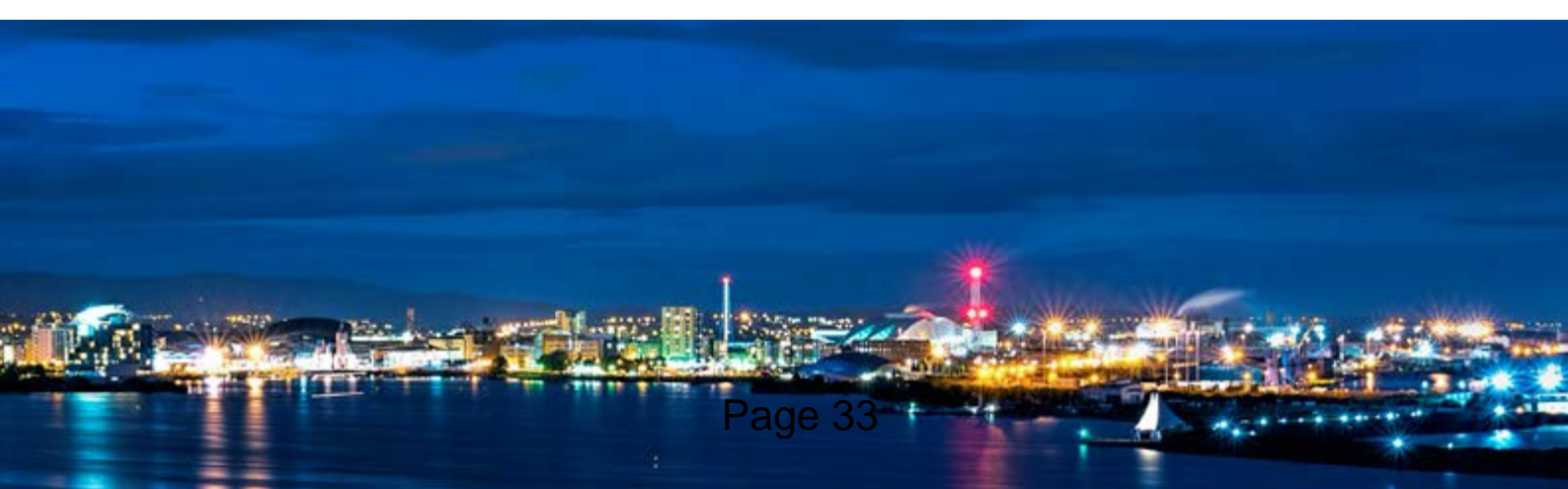
We are well placed to respond to the challenge. We know that across the world cities are the beating heart of national economies. Cities are at the centre of the modern knowledge economy where it is people, rather than capital, that business is reliant on.

To do this we will build a more **Connected Capital**, securing investment in the physical and digital infrastructure that unleashes the potential of our city's people. We need to upgrade our city infrastructure to support the development of more home grown business and attract more inward investment. Moving beyond City Deal, our role as the driver of the city-region economy must be promoted and exploited. Cardiff must also continue to be an outward looking, international city, acting as the connecting point between Wales and the world.

We will build on our success as a **Business Capital**, with a relentless focus on creating new jobs and opportunities for people in Cardiff and across the city-region, raising productivity for the city and for the nation. We know that whilst Cardiff has been successful in developing and attracting jobs we need to continue to climb the value chain. We also know that if we are to raise income levels we will need to become more productive.

We will develop a more **Inclusive Capital** by providing a range and choice of jobs across the city so that everyone can access an opportunity to reach their full potential. We must ensure big city projects translate into economic prosperity, and the benefits need to be felt in all of the city's communities.

We will build a **Smarter Capital**, working with partners to leverage the investment potential of key high-value sectors: the creative and digital industries, and financial and professional services - sectors in which Cardiff already has companies with international significance. Our universities need to become central to our ambitions in the way that they haven't been in the past. The Council also needs to engage more with business and embrace the full potential of public private partnerships which has served the city so well in the past.



# The Cardiff Economy

Examples of the strengths, weaknesses, opportunities and threats for the city's economy are provided below - but we want to know **your** views on where Cardiff performs well, where it doesn't, and where there is potential for the city to improve.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Capital City Status - driver of the Welsh economy</li> <li>• Fast growing and dynamic economy - proven ability to create jobs in competitive sectors</li> <li>• Well qualified workforce - 2/5ths qualified to degree or equivalent</li> <li>• Number 1 in the UK for quality of life</li> <li>• World class university research - Cardiff University ranked 6th in the UK</li> <li>• Greater city-region alignment and established governance</li> <li>• Sporting and cultural assets - including Europe's biggest covered arena</li> <li>• Advanced digital infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively low levels of productivity - which in turn affects earnings</li> <li>• Low numbers of HQ operations - impacting on innovation and competitiveness</li> <li>• Pressure on the city's transport infrastructure - which is only due to grow</li> <li>• Lags some UK competitors in visitor numbers - capacity to improve</li> <li>• Large wage disparities - need to support productivity improvement for everyone</li> <li>• Poor international connectivity - physical and digital</li> <li>• Lack of urban policy agenda in Wales - reduces impact of 'agglomeration'</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Scope for growth in key sectors including financial and business services and the creative sector</li> <li>• Improving business infrastructure such as the world class BBC Drama Studios in Cardiff Bay</li> <li>• Growing economy brings opportunities for wider markets</li> <li>• Investment in Metro will unite the city-region and provide more opportunities</li> <li>• Growing visitor economy - growing faster than any other UK city</li> <li>• Potential to exploit benefits from Brexit such as removal of Structural Funds boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other UK cities for mobile investment</li> <li>• Competition from other UK cities for mobile workforce - businesses are reliant on maintain a skilled workforce</li> <li>• Pressures of population growth will impact on infrastructure</li> <li>• Need to maintain and promote the 'Cardiff' brand in an increasingly competitive marketplace</li> <li>• Impact of Brexit on ability to attract and retain skilled workers</li> <li>• Need to keep pace with technological advances</li> </ul>

**Q1:** What are the key issues for the Cardiff economy? Page 34

# Our Aims

Key objectives for a competitive city economy include:

- ▲ Productivity
- ▲ Jobs
- ▲ Business Investment
- ▲ Investment in Communities
- ▲ Visitors
- ▲ Infrastructure Investment
- ▲ Earnings
  
- ▼ People out of work
- ▼ People paid less than living wage
- ▼ NEETs
- ▼ Economic leakage
- ▼ Congestion
- ▼ Inequality



# Our Role in the City-Region

Cardiff accounts for a third of the total economic output of the Cardiff Capital Region and around a third of all employment. It is also the focus for employment in high value added service sectors. However, one of the criticisms of Cardiff is that it fails to deliver the 'agglomeration' productivity benefits that it could for Wales due to a lack of density and scale. Subsequently, Welsh cities make the lowest proportional contribution to regional output in comparison with all other UK regions.

The need for competitive cities is backed up by a significant weight of international work. The OECD cites that "The larger the urban agglomeration within a region, the faster the growth the region experienced." It is important, therefore, that Wales can exploit this potential.

**"we found no examples of successful regions which had unsuccessful cities at their core"<sup>1</sup>**

Cities are important for their surrounding regions. They provide a critical mass to drive productivity growth and innovation. They are the focal point of the city-region, connecting within the region but also between cities. They provide a concentration of culture, leisure and sport, and they are the international brand that drives profile. Put simply, people think of cities and not regions as the foundries of the modern economy.

Conversely, however, it is important to recognise the role of the wider city-region, which provides space for a greater range and choice for employment and residential purposes. It provides a bigger labour market and a wider skills base. And it provides distinctive urban centres with niche retail/leisure/cultural experiences.

Despite the fact that Cardiff has benefitted from significant private sector investment in recent years, public investment has typically lagged behind. Indeed, whilst there have been many benefits of EU membership, the reality is that funding has been skewed away from the city, with around ten times the amount of support invested in 'convergence' as opposed to 'competitiveness' areas in South East Wales.

**In simple terms, Wales needs to develop a greater appreciation of the role of its cities, and put policies in place to exploit them.**

## A EUROPEAN CAPITAL

The UK's Core Cities have outlined the important role that cities play in the future success of the UK in a post-Brexit world. But for this to be the case we need to consider our response to Brexit, making sure we capture the opportunities that can accrue - and mitigate for the negative impacts.

We believe we will need to ensure that our businesses remain resilient, that they are not disadvantaged by a lack of access to markets, or that they find themselves in difficulty in recruiting skilled international workers.

We believe we need to make sure that Cardiff does not isolate itself from the world, and continues to show that although we will longer be part of the EU we can still be a proud European Capital We also need to make sure that we get our fair share of the supposed financial benefits from the repatriation of the UK's contribution to Europe. And we must make sure that Cardiff remains an open and tolerant city.

**Q3:** What should Cardiff's role be in the city-region?

**Q4:** How can we continue to engage with Europe in a post-Brexit era?

<sup>1</sup> Source: Competitive European cities: where do the core cities stand? (Urban Research Summary No. 13)



# City Comparators

## CONNECTED CITIES

Across the globe connectivity is more important than ever. As knowledge has become the main source of productivity growth, the movement of people rather than goods has underpinned competitive cities. This story isn't just about the world's megacities. Smaller cities like Copenhagen, Bilbao and Stuttgart have successfully managed to grow their economy and increase their standing on the world stage.

Transport in Cardiff however is currently dominated by private car journeys. The 2011 census showed that more people travelled to work by car or van than in any other Core City. A relatively small percentage of commuters use buses or trains to get to work. We also know that travel within the city is one of the most topical issues for our citizens. Over 60% of Cardiff citizens feel that travel and transport problems in Cardiff are serious or very serious.

Exemplar cities such as **Copenhagen** have shown how a step change away from a car dominated city can be achieved based on a shared vision and willingness to change. This is a city not unlike Cardiff. We have a similar size and scale, and we play a similar role in our national economy. **Bilbao's** story of transformation is equally well-known. However, their story wasn't just about the Guggenheim - it was as much a new metro system that stimulated the regeneration of the city. The Sir Norman Foster led development that opened in 1995 has been part of the city's successful transition from industrial decline to a modern regional capital.

**Q5:** What can we do to improve connectivity?

## BUSINESS CITIES

The UK lags many developed nations in terms of productivity. Whilst London can compete internationally, the UK's other cities and regions drag down the national average. Furthermore, two-thirds of the UK's workforce is employed in businesses with productivity that falls below their industry average, and this has knock-on effects for wages. If we are to make a step change nationally, it is the cities of the UK that need to move up a gear, and in the context of Wales this is even more prevalent.

Cities like Dublin and Helsinki, medium-sized cities comparable to Cardiff have transformed their city and national economies from amongst Europe's poorest, to its most competitive. This has been achieved through strong and decisive leadership, as well as establishing an environment conducive to investment, friendly to business, and underpinned by a skilled workforce.

**Dublin** led the rapid growth experienced during Ireland's Celtic Tiger boom. The Irish economy grew by almost 10% per year between 1995 and 2000, and then by over 6% per year until the global economic downturn. As well as a competitive offer for businesses, education was an important part of the Dublin story, where a generation of well-educated workers, aligned with international growth sectors, delivered a dramatic shift in city and national economic performance.

The **Helsinki** story is equally compelling, leading Finland's transition from an agricultural economy to a world-leader in technology. With a focus on R&D, the Finnish capital's reputation at the forefront of the knowledge economy revolution was again led by strong leadership and a focus on skills and education.

**Q6:** How can we create more and better jobs?



## INCLUSIVE CITIES

Since the 1980s inequality has not improved and is forecast to rise even higher in the coming years. Cities, in particular, have borne the consequences of inequality and there is growing concern at the wider impact of social and economic exclusion. Cardiff performs well in comparison with Core Cities and other parts of Wales across a range of factors which can affect a resident's wellbeing. However, as with other cities in the UK, significant and entrenched inequalities persist. Despite being the nation's commercial engine, over 60,000 people in Cardiff live in the 10% most deprived communities in Wales. Only two other local authorities in Wales – Merthyr Tydfil and Blaenau Gwent – have a higher percentage of their population living in the poorest communities. Almost a third of Cardiff households live in poverty, with a high percentage of children living in workless and low income households.

**Lille-Roubaix** have adopted an area-based policy to deal with infrastructure investment, making sure that it links economic inclusion activities in areas such as housing, education and training. The effectiveness of this approach is supported by including residents in the design and implementation of investment projects. It has also co-ordinated local initiatives to make sure there is a wider impact on local communities.

**Pittsburgh** successfully transitioned, like Cardiff, from an industrial to a service economy but its economic recovery was not felt by everyone. One area that suffered in particular was the Hill District, whose decline can be traced back to the 1960s when residents were displaced by big construction projects. Located between major employment zones in the city centre, residents were disconnected from the employment opportunities these zones delivered. The Pittsburgh Central Keystone Innovation Zone (PCKIZ) initiative sought to address this by linking local residents with the local high tech growth, providing direct support to link businesses in the area with the city's high tech clusters.

**Q7:** How can everyone benefit from growth?

## SMART CITIES

Smart cities use technology and/or data to improve how we use our cities, and how we deliver public services. Done well, a city with the right smart city infrastructure will become both a more competitive place to do business and a better place to live. Being a smart city doesn't just mean a digital response to every problem, it means an informed, intelligent response to problems.

**Barcelona** is an active smart city, with over 100 live projects, including smart traffic lights, telecare services and electric cars. Its leading role in the use of Internet of Things means that the supply and demand for services can be more closely aligned, so that limited resources can be used where they have the biggest impact, and that excess resources can be diverted to more productive areas. This approach includes streetlamps that only operate when someone is nearby, a telecare system that proactively monitors over 70,000 elderly and disabled people in the city, rain monitors that determine when to water the city's parks, and municipal bins are only emptied when sensors note they are full.

**Rotterdam** meanwhile is producing a model to simulate scenarios for city planning and management. The model will help to improve investment decisions for the city government, whether in terms of the impact on transport, or the environmental impact of capital investment.

**Q8:** How can we become a smarter city?

# Spatial Strategy

We want your views on developing a spatial strategy for the city...

Cardiff is undergoing a period of rapid growth. The effective management of that growth will be essential to provide clarity to the market and to ensure the city continues to function effectively.

Whilst development is becoming increasingly mixed use in nature, our intention is to concentrate investment, building on the city's recent successes, to achieve critical mass and to realise agglomeration effects.

Proposed areas for the spatial strategy could include:

The **CITY CENTRE** is already the most important business cluster in the region. It is increasingly a place to live as well as work. Our intention is to encourage the continued expansion of the city centre southwards beyond the railway lines through office-led mixed use development.

**CARDIFF BAY** has already experienced a comprehensive transformation. It now needs a second push. We want the Bay to become a leading short break destination which will require further investment in leisure-led infrastructure.

**NORTH CARDIFF** is home to the city's knowledge institutions and some of the most R&D intensive businesses in the city. Both Cardiff University and Cardiff Met are investing in new facilities that will expand their footprint in the city. The Heath Hospital site and the knowledge cluster around Coryton offer opportunities for further growth.

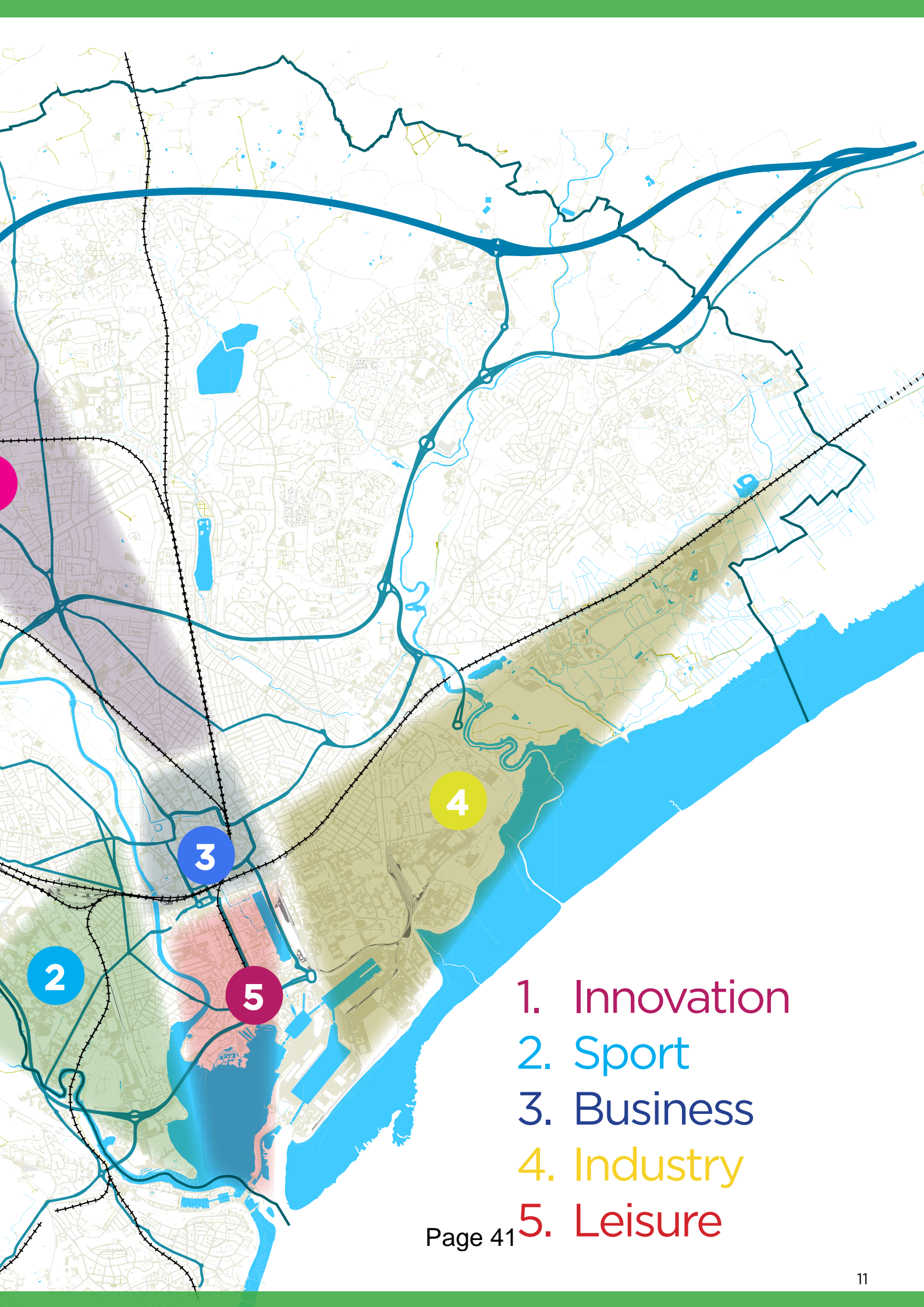
**EAST CARDIFF**, south of the railway line, is an existing industrial centre primed for expansion. Benefitting from a range of high quality infrastructure, including the Port of Cardiff and the Euro Freight Railway Terminal, the area has significant potential to deliver more manufacturing, distribution and trade related jobs.

**WEST CARDIFF** already accommodates some of the city's premier sporting and recreational facilities. There is potential to build on the success of the new Cardiff City Stadium and House of Sport development to provide a cluster of sporting infrastructure for the benefit of elite sport and for local community use.



**Q9:**

What should Cardiff's spatial strategy be?



1. Innovation
2. Sport
3. Business
4. Industry
5. Leisure

# City Centre: Business

The city-centre plays a key role in any city, providing a focal point for employment and entertainment, as well as a connecting point to the city-region and wider world. Over the last two decades Cardiff's city-centre has been transformed. Unlike in competitor cities, where large developments have taken place on out-of-town green-field sites, in Cardiff major city projects such as the Millennium Stadium and the St David's shopping centre have been developed as part of, not separated from, the city-centre. These have been built on assets such as Cardiff Castle, existing and new university developments and a programme of pedestrianisation to create a vibrant and successful city-centre.

The next phase of the city centre's development has begun, with the Central Square development creating a place for business that can compete with the best in the UK. No other location has the ability to create as many jobs and opportunities as the areas surrounding Central Station, and no other location has the opportunity to be better connected with the city, the city's communities, the city-region and the rest of Wales and the UK.

We must also build on the strengths of our city centre as a place to visit. However the threat to retail from technology is real, and it is essential we ensure that the city centre remains a place people want to visit. Investment in our city centre will also help provide a range and choice of jobs, jobs for people with different skills, different abilities and different interests.

## Give us your views on our suggested priorities for the City Centre:

- The modernisation of **Central Station** sits at the heart of the Council's plans for the expansion of Cardiff city centre. Working with UK Government, Welsh Government and the private sector, we intend to bring forward proposals to increase the capacity of Central Station for trains and passengers and to transform Cardiff Central into a modern gateway befitting of a capital city.
- We are committed to continuing the regeneration of the area immediately surrounding the station to deliver the city's primary office destination.
- **Central Square** is well underway and when complete will deliver over 1 million square feet of Grade A\* office accommodation. A new bus station will be delivered, and proposals are starting to be progressed that will spread the benefit into surrounding areas such as Westgate Street and St Mary Street.
- New plans are emerging for the regeneration of the riverfront land **south of Cardiff Central**. Agreements are now in place between land owners to relocate Brains Brewery to make way for a major mixed use office-led development including significant new transport facilities linked to the improvement of Central Station.
- Making the most of the city's river frontage is a key part of the Council's vision and an important factor in the Council working to secure land at **Dumballs Road**. At 40 acres the site offers the opportunity to deliver a new residential-led mixed use urban centre within walking distance of all of the city centre facilities.
- The completion of **Callaghan Square**, extending the office district towards Capital Quarter, is a key priority. This will involve the intensification of development, with high quality design and new public spaces and could include a new public sector office quarter.
- **Capital Quarter** is one of the city's recent success stories. Linking directly into Callaghan Square, the development is progressing at pace and will extend the city's new office quarter whilst providing new facilities that improve the link between the city centre and the Bay.
- **St David's Square** - following the relocation of the Indoor Arena, a new office-led mixed use quarter could be created adjacent to the Admiral HQ, providing the opportunity for significant new city centre public spaces and leading to the improvement of adjacent city centre streets including Charles Street, Barrack Lane, Churchill Way and Station Terrace.

**Q10:** What can we do to support business development in the city centre?



# Cardiff Bay: Leisure

The last 30 years has seen a transformation of Cardiff Bay, regenerating over 1,000 hectares of derelict land and creating over 30,000 jobs. Projects such as the Wales Millennium Centre, Mermaid Quay and Roath Basin have created a new place to visit and do business. Walking, running and cycling have seen the barrage become a venue in itself and Roald Dahl Plas has become the go-to place for city celebrations.

However, as the city centre has thrived in recent years, buoyed by investment, the Bay has lost some of its momentum. It is now ready for the next phase of its development.

Cardiff Bay is already one of Wales' most visited locations. It now needs to become a primary UK weekend city break destination. This will require significant investment in leisure infrastructure. It will also require major improvements to the connectivity between the city-centre and the Bay across all modes of transport.

**Q1:**

What can we do to support leisure activities in the Bay?

Give us your views on our suggested priorities for Cardiff Bay:

- A new **Multi-Purpose Arena** will attract business and academic events and stimulate high spending business tourism, raising the profile of the city as a business location. Building on the success of the Wales Millennium Centre it will enable a broader range of events, significantly higher footfall and a spread of events that will support business to thrive in Cardiff Bay.
- The redevelopment of the Coal Exchange will **reinvigorate Mount Stuart Square**. Building on this investment we will bring forward a scheme to support its development as a vibrant district for small business.
- We will explore the delivery of a **new family attraction** to draw visitors to the Bay throughout the year.
- We will work with partners to explore options for a new attraction at the **Graving Docks**, including the potential for a contemporary art gallery, a science experience venue, and a new venue for the Cardiff Story.
- Whilst it's less than a mile in distance, relatively low numbers of people consider walking as a way of getting between the city centre and the Bay. A **'High Line'** development will create a more attractive route into the Bay, as well as being a destination in itself.
- A new **leisure transit system** linking the city-centre to the Bay must remain an important priority and ambition for Cardiff, supported by improved walking and cycling routes as part of the development of a 'Bay Loop'.





# Cardiff West: Sport

Cardiff has developed a deserved reputation as a sporting and cultural Capital City. From the Champions League to local park-runs, sport has an impact on all aspects of city life. Investment in sporting infrastructure has focussed on the west of the city, and opportunities remain to build on this to cement the city's position not only as a place where major sporting events take place, but also one with world class facilities for use by elite athletes through to those in the local community.

We will continue to invest in the city's sporting infrastructure, focusing on the west of the city, around the new Cardiff City Stadium, the House of Sport developments and the International Sports Village.

**Q12**

What can we do to develop Cardiff West as a sporting destination?

Give us **your views** on our suggested priorities for **Cardiff West**:

- We will work with **Glamorgan Cricket Club** to enhance their facilities, separating the sporting and conference infrastructure so that cricketing and commercial activity can take place all year round.
- We will explore the potential for a **new stadium for the Cardiff Blues**.
- We will take forward the next stage of development for the **International Sports Village**, securing new investment. In doing so we will create Wales' foremost location for sport, leisure and recreation in the heart of a city.
- The completion of the **House of Sport** development will ensure Cardiff has some of the best community sports facilities in the UK.
- This will link with further development of the **Athletic Stadium sports cluster**, providing more space for community sports development.
- We will take forward plans for a **redeveloped home for Sport Wales** to cement its position as the home of sport in Wales, improving facilities and site access.

# Cardiff East: Industry

Supporting the development of a new industrial zone in the east of the city will open new opportunities for those that live there, and improve access to other opportunities across the city and beyond. For too long the east of the city and its communities have not benefitted from the city's transformation.

An Eastern Industrial Zone will also provide a greater range and choice of employment land for Cardiff. We also know that we can't just rely on city centre opportunities for residents of Cardiff. The different options and choices that can be established by providing lower density employment opportunities will help those whose skills or experience may not match those found in a service focussed city-centre.

**Q13:** What opportunities are there to support industry in Cardiff East?

Give us your views on our suggested priorities for Cardiff East:

- **Industrial Strategy for East Cardiff :** We will develop a new industrial strategy to deliver new jobs and provide a range of opportunities for people in the east of the city and beyond.
- **A Cardiff Parkway:** A new railway station in the east of the city will open up new opportunities for residents and business.
- **The Eastern Bay Link:** Cardiff Council will work with partners to deliver the full completion of the Eastern Bay Link.
- **A new Business Park for the East:** Cardiff Parkway offers a unique opportunity for prospective companies looking to invest in the UK. A new 100,000m<sup>2</sup> business park will add an extra dimension to the Cardiff offer in terms of office supply.
- **Eastern Distribution Centre:** Investment in the road infrastructure, linking with the M4, will open up new opportunities for distribution. Market demand for facilities is on the rise across the UK, and it is important that Cardiff can capture any investment taking place to make sure that the people of our city benefit.





# Cardiff North: Innovation

Cardiff's greatest opportunity lies in the talent, attitude and industry of its people. The city's universities, in particular, have been fundamental to making Cardiff one of the most highly-skilled cities in the UK, providing a conveyor belt of talent in to the city economy. They are also a source of invention and creativity in the sciences, the arts and in business, and so need to become central to the city's ambitions in the way that they haven't been in the past.

In developing a Northern Knowledge Quarter we will provide a focal point for innovation in the city, building on the success of our universities.

## Give us your views on our suggested priorities for the Cardiff North:

- **A New Innovation Campus:** We share Cardiff University's ambition to establish itself as one of the top 100 global universities and will work in partnership with the University to deliver the new Science and Innovation Campus. We will work with partners to develop a new Innovation Park covering Maindy Park and the Heath Hospital with Cardiff University and Cardiff and Vale University Health Board.
- **M4 Science Park:** We will work to develop a new science park at Coryton to support new advanced technology businesses, located near the junction of the M4 and A470 - creating potentially Wales' most accessible site.
- **Cardiff's Circle Line:** To complement the Science Park development we will also explore ways of completing the loop of the 'City Line' - creating a new Circle Line for Cardiff to provide regular and fast links between city communities.
- **North West Link:** We will improve access through the North West of the city to reduce the pressures on the transport system and to improve links with the rest of Cardiff.

**Q14:** What opportunities are there to support innovation in North Cardiff?



# Major Events

One of the major factors behind Cardiff's ability to attract and retain talent is the city's leisure and cultural offer. As a capital city Cardiff is home to major international sporting and cultural events, made possible by some of Europe's best cultural and sporting infrastructure. This will be further enhanced through the development of a new Multi-purpose Arena in the city-centre.

We are committed to continuing to deliver a programme of major international sporting and cultural events. Events aren't just about attracting new people to the city however, they are also about bringing new ideas and experiences to the people who already live here. Local festivals like Sŵn, Diffusion and Cardiff Contemporary and events such as the Roald Dahl 'City of the Unexpected' have given something new to the city, and we need to build on their success.

Give us **your views** on our suggested priorities for the **Major Events**:

- **Major Events:** We will work with Welsh Government the Business Improvement District and other partners to develop a new programme of major events, building on the success of the Champions League.
- **Wales' cultural heart:** We will work with partners to develop a programme of home grown events and festivals to create a year long series of events that not only drives tourism, but delivers for the people of Cardiff.
- **Womanby Street:** We will secure the future of live music in Womanby Street by working with the city's business and arts communities, investing in the street itself and delivering a music strategy for Cardiff.

**Q15:** How should we use events to support the city's economy?



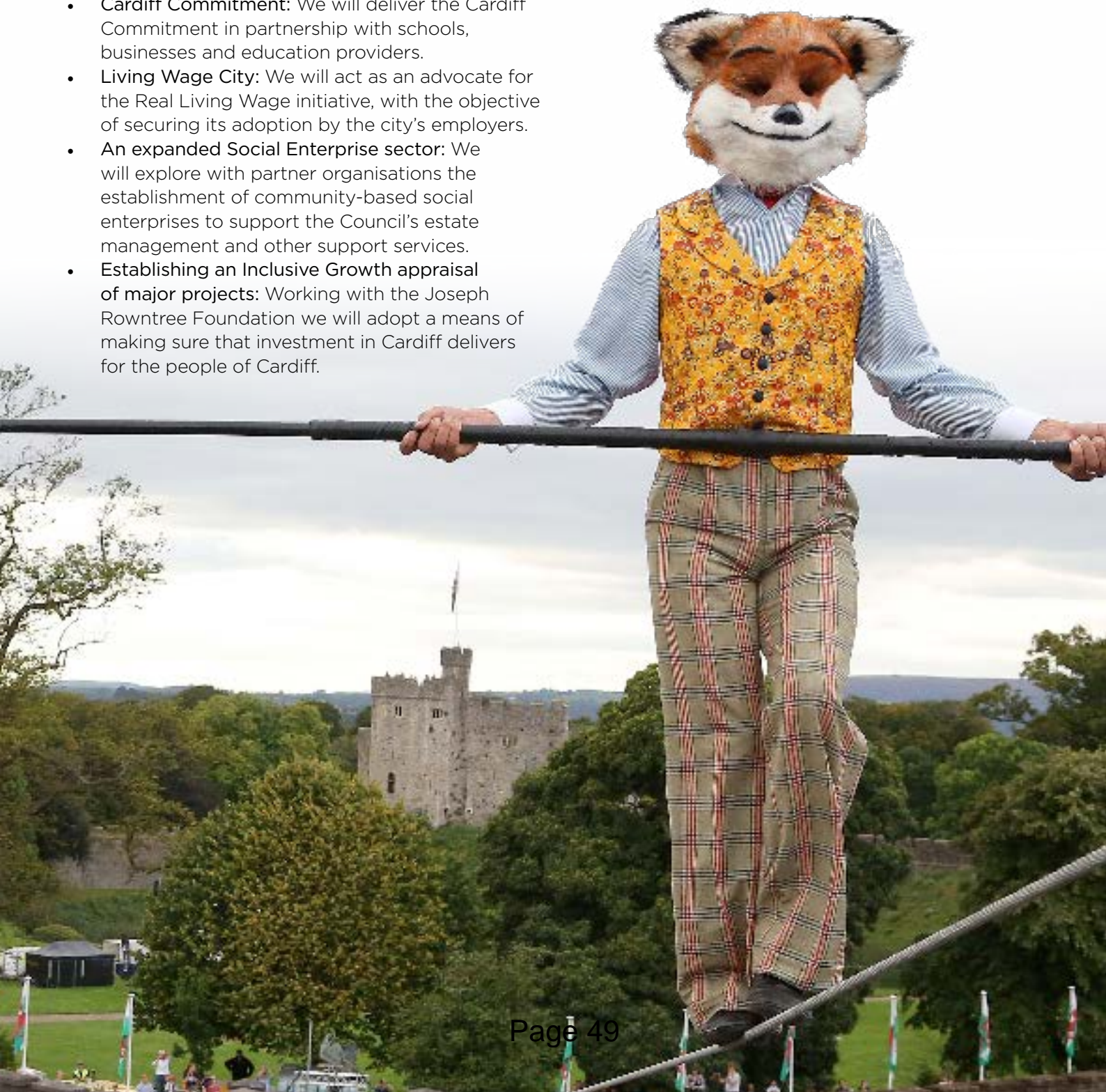
# Inclusive Capital

Whilst jobs growth in itself is a positive, we want to move one step beyond this and make sure that the proceeds of growth are enjoyed by the many, not the few, in Cardiff. In responding to this we will adopt new means of assessing projects to understand how they will deliver opportunities for everyone.

**Q16:** How can we make sure everyone benefits from growth in Cardiff?

Give us **your views** on our suggested priorities for Cardiff to become a more **Inclusive Capital**:

- **Cardiff Commitment:** We will deliver the Cardiff Commitment in partnership with schools, businesses and education providers.
- **Living Wage City:** We will act as an advocate for the Real Living Wage initiative, with the objective of securing its adoption by the city's employers.
- **An expanded Social Enterprise sector:** We will explore with partner organisations the establishment of community-based social enterprises to support the Council's estate management and other support services.
- **Establishing an Inclusive Growth appraisal of major projects:** Working with the Joseph Rowntree Foundation we will adopt a means of making sure that investment in Cardiff delivers for the people of Cardiff.





Please send responses to this Green Paper to:  
[econgreenpaper@cardiff.gov.uk](mailto:econgreenpaper@cardiff.gov.uk)

Alternatively you can write to:  
Economic Green Paper  
Economic Development Team  
Cardiff Council  
County Hall  
CF10 4UW





**ECONOMY AND CULTURE SCRUTINY COMMITTEE  
RESPONSE TO THE REBUILDING MOMENTUM: A GREEN  
PAPER ON THE FUTURE OF CARDIFF'S ECONOMY**

On the 18<sup>th</sup> March the Economy and Culture Scrutiny Committee held a workshop to discuss Cardiff Council's economic vision Green Paper 'Rebuilding Momentum'. The Committee were provided with information on *Cardiff: Economic Performance*, the *Core Area Masterplan*, and discussed the new approach that was to be adopted. The following responses were provided in line with the consultation structure.

**Q1. What do you think the city's priorities for economic development should be?**

In discussing the potential economic development priorities the Committee noted the analysis provided by the Head of Economic Development.

It is clear that periodic economic recession, the unpredictable rise of major competitors elsewhere, unexpected business closures, the challenges arising from technological change and globalisation highlight the importance of building Cardiff's economic resilience. The resilience of Cardiff's economic systems is affected by the interconnectedness of today's economy and the Committee are of the view that there is a need for the economic approach to foster a diverse range of sectors, a mix of businesses and jobs. This balanced approach will need to be cognisant of Welsh Government priorities relating to the Enterprise Zone.

A key area for development is that of building an entrepreneurial culture in Cardiff. The metrics provided to the Committee highlighted that this is a key area for development, and it will be important for the city to harness the creativity and talent of young people in all areas of the city and foster entrepreneurship in the classroom. In improving the values, norms and attitudes of the population of a region relating to business start-ups, the development and embracing of a culture of risk-taking without fear of failure will be important.

As noted previously the development of creative industries will need to be a key feature in the economic Vision. Whilst the percentage of the population employed in creative industries in Cardiff is high, Members would like to point out the need to further increase the size/number of jobs in the sector.

It is acknowledged that there will be significant population growth over the duration of the economic vision. Within the context of Cardiff's quality of life indices and the Local Development Plan process, improving connectivity poses a key risk for economic development going forward. Improvements to the city's transport infrastructure will be required, with particular attention needed to the issue of car use.

The presentation provided to Committee highlighted that Cardiff is well placed in terms of its population with higher level qualifications, but has challenges in terms of the quality of schools. If Cardiff is to improve economically in a balanced way, it is essential that this matter is addressed to secure a broad skilled workforce.

Members were also of the view that there is a need for the strategy to focus on job creation and the central part the Council plays in this agenda. Jobs play an important role in improving well being, social cohesion and in reducing poverty issues, and it is important that any approach considers the needs of all and fully considers the socio economic and geographical perspectives.

## **Q2. What do you think are the most significant challenges that Cardiff faces and what are the city's greatest opportunities?**

In terms of strengths and weaknesses Members discussed the need to maximise the potential of Cardiff City Football Club's promotion to the Premiership. In addition Members discussed the potential of promoting Cardiff as a regional sporting leader in the south west of the UK. In discussing the success of Cardiff in attracting major events the Committee identified complacency as a potential challenge to overcome for the future. It was also considered important for the correct mix to be achieved, and for partners to maximise the added value (social and economic benefits) associated with major events.

Universities were also identified as a major strength in Cardiff and there is a need to maximise this strength by improving the working relationships with the Council to foster an entrepreneurial culture.

The Committee recognised the success of the developments within the city centre and highlighted as a significant challenge the need to reduce the income disparities between communities via job creation

Cardiff's role as a capital city and regional centre for economic development was highlighted as a significant opportunity, and the developing city region agenda will be important opportunity for the future. Members highlighted the need to recognise the growth of Bristol and to see Bristol's 2050 business vision as significant challenge. Relationships need to be developed to ensure that the development is achieved in both city regions.

The development of Cardiff Airport is a significant challenge facing Cardiff and its region. International connectivity is a key factor in improving Cardiff's competitiveness and it will be important for Cardiff to be mindful of the potential of developing routes to key economic hubs.

**Q3. Moving forward, how do you think Cardiff should build on its recent success to position itself in the UK and internationally?**

From an international perspective it is clear that the possible improvements at Cardiff Airport have the potential to link with the economic focus of the Enterprise Zone - for example focussing effort on building flight links to international financial centres.

The Committee noted that Cardiff is one of Europe's youngest capital cities. Building on the 'young and vibrant capital city' approach appears to be the correct approach going forward. The Committee was also of the view that there were other potential areas for development, including Cardiff's cultural distinctiveness and the positive aspects/distinctiveness of the devolution agenda, which could also be developed.

In discussing the marketing approach it is clear that there is a need to focus more of the resources internationally being mindful of the growth of the BRICs (Brazil, Russia, India and China) in terms of inward investment. It is essential that any approach is based on strong market intelligence and robust consultation with Cardiff businesses.

**Q4. Do you agree with the key infrastructure priorities for the core area and are there other priorities the Council should consider?**

The Committee approved the Cardiff Metro concept and highlighted the example of Liverpool as an example of a city with good connectivity by rail.

The Committee agreed about the need to develop a convention centre, although mixed views were expressed regarding the ideal location. It was noted that a city centre site would assist in bids for large events such as the



UEFA Champions League. However, it was noted that land ownership issues might complicate this.

**Q5. Do you agree with the Council's strategy to create an Integrated Transport Hub?**

The Committee were supportive of the Integrated Transport Hub and the need to progress. The Committee were mindful of the context of the developing LDP and highlighted the importance of radial transport across the city.

The Lloyd George Avenue transport proposals were discussed and supported, in particular the development of a double sided street at the heart of the public transport network. The long term need of heavy rail access into the Bay was also discussed.

**Q6. Do you agree with the land use zoning and densities proposed in the master-plan and the location of key infrastructure?**

The Committee were particularly pleased with the opening up of the city centre by creating new open spaces such as the canal areas. Members also highlighted the importance of community facilities/local centres in holding areas together.

**Q7. How this can best be achieved including the scope of any new model that is put into place?**

The importance of high quality build was raised as a key issue in delivering any model. In relation to the Lloyd George Avenue proposals lessons should be learned regarding securing quality build, and innovative methods should be employed to ensure that this happens.

In relation to the potential convention centre and the potential eastern bay link, Members discussed the need to master plan the transportation infrastructure alongside developments rather than undertaking developments and risking increased congestion.

Land ownership issues were also highlighted as a potential barrier to progress and perceived bidding issues.

The Committee were concerned that the communication around such developments needed to be handled sensitively, taking into consideration the need to avoid the perception that investment is directed to the city centre only.

**Q8. How can the Council better engage with the private sector and what role should the private sector play in shaping Cardiff's economic future?**

In discussing the engagement of the private sector Members discussed the Cardiff and Co as an example. There were mixed views regarding the respective benefits of an arms length company (that is common practice in other cities) or an in house approach where there may be clearer lines of responsibility, with for example the Economic Development Director leading any approach. Members also discussed the need for a co-operative approach where major private sector companies were involved.

The Committee, hope that these comments support the emerging development of the City's Economic Vision.

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**ECONOMY & CULTURE SCRUTINY COMMITTEE**

**11 JANUARY 2018**

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**CORRESPONDENCE REPORT**

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**Background**

1. This report provides Members with a correspondence update report.

**Correspondence update**

2. Following most Committee meetings, the Chair writes a letter to the relevant Cabinet Member or officer, summing up the Committee's comments and recommendations regarding the issues considered. At the Committee meeting on 7 December 2017, Members received a report detailing the correspondence sent and received this municipal year.
3. Attached as **Appendix A** is a correspondence schedule which provides an update since then, containing the following information:
  - i. Date the letters were sent;
  - ii. To whom the letter was addressed;
  - iii. The key recommendations set out in the Chair's letters;
  - iv. Date the response was received; and
  - v. The response of the Cabinet Member(s) to those recommendations.
4. The schedule attached at **Appendix A** shows:
  - i. *Response Awaited* – from Councillor Goodway to the Chair's letter following scrutiny of updated proposals re the Bus Station and Central Train Station, considered at Committee on 7 December 2017.
  - ii. *Response Awaited* - from Councillor Bradbury to the Chair's letter following scrutiny of the GLL Leisure Centres Partnership, considered at Committee on 7 December 2017.

5. Copies of the Chair's letters and any responses received can be found on the Council's website page for the relevant Committee meeting, with a hyperlink provided at the top of the page, entitled '*correspondence following the committee meeting*'.

### **Way Forward**

6. During their meeting, Members may wish to note the contents of this report and Appendix A.

### **Legal Implications**

7. 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**

8. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are

implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- I. Note the content of the letters contained in **Appendix A**.

**Davina Fiore**

**Director - Governance and Legal Services**

**5 January 2018**

Mae'r dudalen hon yn wag yn fwriadol

**APPENDIX A – Economy & Culture Scrutiny Committee Correspondence Schedule, as at 5 January 2018**

Date Sent	Sent to	Topic	Comments and Recommendations Made	Date reply received	Response Received
11 December 2017	Cllr Russell Goodway	<b>Central Bus Station and Central Train Station Update</b>	<ul style="list-style-type: none"> <li>• <i>Members recognise these developments will strengthen Cardiff's economy by improving public transport, Grade 'A' office accommodation offer and retail facilities.</i></li> <li>• <i>Members are interested in undertaking more in-depth scrutiny of these schemes as further details are available and ask that officers liaise with Scrutiny Services to ensure these are scheduled into our work programme.</i></li> <li>• <i>Members believe that the public will be particularly interested in the linkages between the various modes of transport (cycling hubs, taxi ranks, taxi drop off and pick up zones etc.) and therefore recommend that the publically available drawings/ plans be updated to illustrate these.</i></li> </ul>		<b><i>Response Awaited</i></b>

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			<ul style="list-style-type: none"> <li>Members are pleased to note the commitment to explore the feasibility of retaining the taxi rank on the North side of Central Train Station. Members recommend that the Council facilitate dialogue between the Access Focus Group and cycling groups to ensure that solutions are identified that are mutually acceptable.</li> </ul>		
14 December 2017	Cllr Peter Bradbury	<b>GLL Leisure Centres Partnership: One year progress report</b>	<ul style="list-style-type: none"> <li>To inform this scrutiny, I sought feedback from leisure centre service users, via email and social media; I am pleased that you see this as a useful exercise providing a benchmark from which to assess progress in future years. It certainly provided detailed insight into the issues affecting service users, the main themes of which we explored at the meeting and are covered below.</li> </ul>		<b>Response Awaited</b>



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			<ul style="list-style-type: none"> <li>• <i>I note your comment at the meeting that you will take the issues raised by the feedback and will challenge GLL on how these are being dealt with. There were also some specific queries raised by respondents; Members believe it would be only courteous for these to receive a response from GLL. I have therefore asked Scrutiny Services to share the responses received with you, anonymously, to enable responses to be prepared.</i></li> <li>• <i>One of the issues most mentioned by service users was the closure of the leisure centre cafés and the impact this has on families and communities. .. in the way forward discussion, Members reflected on whether a social enterprise would be able to operate some or all of these cafés. Members therefore recommend that this option be considered and explored by the Council and GLL</i></li> </ul>		

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			<ul style="list-style-type: none"> <li>• <i>Another issue that generated a lot of feedback are the changes being made to membership prices and terms and conditions, notably the Junior Active Card. ... Members welcome GLL's commitment to introduce concessionary charging based on household income. Members also strongly encourage GLL to introduce reduced 'bolt-on' pricing, as discussed at the meeting, for those wishing to undertake more than one activity. This can only be of benefit in tackling obesity and increasing activity levels, particularly for lower income households unable to afford private leisure centre membership.</i></li> <li>• <i>Members note GLL's comments regarding the changes to teenager access to the gyms and that the rationale for this centres on safety concerns, requiring the gym to be staffed when under 16 year olds are present.</i></li> </ul>		

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			<p><i>Members note Juliette's comments that GLL has expanded the age range able to use the gym, from 14 year olds to 11 year olds, and will expand the length and number of scheduled sessions if customers express sufficient volume of demand.</i></p> <ul style="list-style-type: none"> <li><i>• A further issue mentioned in the feedback was that the Armed Forces covenant commitment. Members were pleased to hear ..that service personnel can swim for free at all the GLL leisure centres in Cardiff and that there is a Help for Heroes booking system.</i></li> <li><i>• Members note Juliette's response that she wants to improve communications and the way that customer complaints are handled, by moving to a local system of customer feedback where leisure centre managers receive customer feedback for their centres directly, rather than having to go via a central</i></li> </ul>		

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			<p><i>GLL website. Members also note your response offering support from the Council's communication team to use social media channels, such as twitter, more effectively.</i></p> <ul style="list-style-type: none"> <li>• <i>In terms of customer satisfaction... Members wish to thank GLL for their offer to share this survey, in terms of methodology used, questions asked and results for these. Members would also like to receive information about the representativeness of respondents compared to the overall service user profile.</i></li> <li>• <i>Members were very interested to hear of GLL's success in tackling sickness absence .. Members recommend that you and HR officers meet with relevant officers from GLL to see if there are any lessons that can be shared and effectively applied in the Council.</i></li> </ul>		

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			<ul style="list-style-type: none"> <li>• <i>Members were also interested to hear about GLL's plan for Carbon Reduction and Energy Efficiency. Members note that LED lighting is the primary action being taken by GLL but that Juliette committed to ask the GLL asset team about the installation of solar panels at leisure centres.</i></li> <li>• <i>Overall, Members note that GLL is on target to achieve zero subsidy within the contracted period set for this.</i></li> <li>• <i>Members recommend that GLL incorporate Equality Impact Assessments into their decision making process for strategic, policy and key operational changes.</i></li> <li>• <i>Members are interested to know whether GLL have any plans to move towards 24-hour opening or late open for at least one of their centres.</i></li> </ul>		

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			<ul style="list-style-type: none"> <li>• <i>Members were pleased to hear you offer to come back on a regular basis, either with or without GLL, to discuss service delivery in this important area. As part of this, Members would like to receive relevant contract management information, including the following:</i> <ul style="list-style-type: none"> <li>- <i>Renewal rates as well as membership rates</i></li> <li>- <i>Number of individuals using centres – as well as the overall number of visits</i></li> <li>- <i>Information re membership and usage broken down by service user profiles including age, gender and ethnicity.</i></li> </ul> </li> </ul>		