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AGENDA

Committee	ECONOMY & CULTURE SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 17 JANUARY 2019, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Howells (Chair) Councillors Henshaw, Gordon, Gavin Hill-John, Parkhill, Robson, Sattar, Simmons and Stubbs

Time approx.

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

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

3 Minutes (Pages 3 - 6)

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

4 GLL - Review of Delivery (Pages 7 - 30)

4.30 pm

To review the progress to date in delivering the Leisure Centre Management Partnership between the Council and GLL, with particular emphasis on Capital Investment, participation and usage rates. GLL representatives Jason Curtis and Dawn Pinder will be in attendance.

5 Committee Business (Pages 31 - 68)

5.30 pm

6 Urgent Items (if any)

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7 Way Forward

6.00 pm

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

8 Date of next meeting

Budget Scrutiny - 19th February 2019, 4.30pm, Committee Room 4, County Hall, Cardiff.

Davina Fiore

Director Governance & Legal Services

Date: Friday, 11 January 2019

Contact: Andrea Redmond, 02920 872434, a.redmond@cardiff.gov.uk

ECONOMY & CULTURE SCRUTINY COMMITTEE

6 DECEMBER 2018

Present: Councillor Howells(Chairperson)
Councillors Henshaw, Gavin Hill-John, Parkhill, Robson and Sattar

41 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Gordon and Simmons.

42 : DECLARATIONS OF INTEREST

None received.

43 : MINUTES

The minutes of the meeting held on 8 November 2018 were agreed as a correct record and signed by the Chairperson.

44 : EMPLOYMENT SERVICES

The Chairperson welcomed Councillor Lynda Thorne (Cabinet Member – Housing and Communities), Jane Thomas (Assistant Director, Communities and Housing) and Helen Evans (Operational Manager – Advice & Benefits) to the meeting.

Members were advised that this item enabled them to review the implementation on changes to Employment Services in Cardiff. Members were reminded that they scrutinised these proposed changes last year and that they were implemented in April, following the cessation of Communities First and the changes to funding for employability services.

The Chairperson invited the Cabinet Member to make a statement in which she said she was pleased to introduce the presentation on the development and successes of the new Into Work Advice Service. With the introduction of the Gateway, the new service has successfully simplified access for all who need employability help. With so much being reported on in –work poverty, it was great to see that work was being done too to upskill those who are already in work to look for better paid employment.

The Cabinet Member was happy to say that the team was currently meeting or exceeding targets that have been set by funders for the number of people that are being helped into work. The case studies within the presentation, really bring home the excellent work that the team does and illustrate how they are meeting the needs of some of the most vulnerable people in society.

Members were provided with a presentation on Employment Services after which the Chairperson invited questions and comments from Members.

Members commended the presentation and work undertaken by Officers.

Members made reference to the Pop-Up business school and the number of business that were started up afterwards but were conscious that often there is a void afterwards where support is needed and asked what support the Council provides to ensure that these small businesses continue to trade, grow and start employing people. Officers stated that there are forums for support and it was important to strengthen the links with Business in Focus and Business Wales.

Members noted the numbers of employers who have been assisted in quarters 1 and 2 were the same at 87. Officers confirmed that this was correct and that they were exceeding targets here but still working with more employers going forward.

Members noted that there were lots of skills within the Council. With reference to the courses that the Council run, Members wondered if there was a commercial opportunity to charge for these courses and use that income to grow, develop and protect the team. Officers stated that this is already done and Members noted that this needed to be advertised more to the business community.

Members discussed the work being done with homeless people and noted that 39 people had been engaged. Officers stated that the 39 are specifically young homeless vulnerable people in hostels. Officers added that this is all they can do at the moment with the resources available.

Members noted the Job Club locations and wondered if there were any areas of the City that were not well served. Officers stated that they are mainly all over the City but there was a focus on the Southern Arc of the City. Officers stated that they review these locations regularly and are open to suggestions for any other locations should they be needed.

Members noted the numbers of advice calls taken and asked how a spike in demand would be managed. Officers explained that they would monitor the advice line both by number of calls and how long it takes to answer the calls. This would be monitored and reviewed and resources moved into the area when needed. The Cabinet Member added that there was an intention to link Cardiff Works with the Into Work Service to expand it and to use the agency fees to secure funding for Into Work Services.

Members sought clarification on the budget lines and it was explained that the one line referred to a post whereby the person has left on voluntary severance and the other line referred to management costs used to fund existing posts. Officers added that there are threats on funding and it was important to establish a way of being able to bid for funding such as setting up an arm's length company or charity.

When asked how the service will cope with the anticipated growth and increased demand, Officers explained that if the demand is already there and with increased advertising demand will increase, they will work with volunteers and upskill staff as necessary and move resource into the service. It was added that working with vulnerable people requires small caseloads as intensive support was resource intensive. Promoting the training courses to businesses would also hopefully bring in some income.

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.

45 : ECONOMIC DEVELOPMENT WHITE PAPER

The Chairperson welcomed Councillor Russell Goodway, (Cabinet Member – Investment & Development) and Neil Hanratty (Director of Economic Development) to the meeting.

Members were advised that the current Forward Plan for Cabinet shows a report on the Economic Development White Paper scheduled to go to Cabinet on 13 December 2018. This item was therefore included to enable pre-decision scrutiny of this report. The Chairperson stated that the report has now been withdrawn and that a report will be scheduled to go to Cabinet next year. The Chairperson asked the Cabinet Member to explain the position with regard to the route intended to take the Economic Development White Paper through to decision.

The Cabinet Member explained that there would be a report to Cabinet which would seek authority to publish a White Paper to debate at Council in January. He added that for Major Policy statements he considered that Council should have the first opportunity to debate this as it allows all Councillors to take part in that debate and influence the direction of that policy. He considered that the Council's view should be sought in January, the Economy & Culture Scrutiny Committee would have an opportunity to scrutinise it and reflect on the Council debate, then convey scrutiny Views when it is taken to Cabinet in February; that way Cabinet can make a full and informed decision on the White Paper and how to proceed. He added that currently the constitution is silent on the processes for Green and White Papers but as the Chair of Constitution Committee this is something that he would be looking at going forward. The Cabinet Member stated that he would guarantee Economy & Culture Scrutiny Committee the opportunity to scrutinise the White Paper.

The Chairperson invited questions and comments from Members;

Members welcomed the change to making Council meetings more relevant.

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.

46 : COMMITTEE BUSINESS

Members were advised that this report provided them with an update on correspondence, and update on the Joint Overview & Scrutiny Committee (JOSC) – Cardiff Capital Region City Deal; an opportunity to discuss the Committee's updated Work Programme 2018/19 and an opportunity for Members to discuss the Committee's forward work plan January – April 2019.

Members were provided with a summary of outstanding correspondence.

Members were updated on the JOSC and advised that Bridgend Council, which is paid by CCR City Deal to manage the JOSC, set up the first training session and official meeting, held on 15 October 2018. The Principal Scrutiny Officer advised that Members had found the training very high level and more training was being arranged around scrutiny questioning etc. A work programme, business plan and visit to the Semi- Conductor facility in Newport were all planned. It was noted that there was still a role for Economy & Culture Scrutiny Committee in this and work would not be duplicated. The Chair considered that Committee could look at the JOSC minutes and see if there were any issues that needed to be pulled out.

Members were provided with an overview of the work programme and noted that this still remained very fluid; Members discussed the issues to be considered at each meeting up until May 2019.

Members were advised that the Events Inquiry was underway and more meetings were needed; the report would be ready for the Budget Scrutiny meeting in February 2019.

Members agreed for the Scrutiny Forward Work Programme to be published on the website.

47 : URGENT ITEMS (IF ANY)

None received.

48 : WAY FORWARD

Members discussed the information received and identified a number of issues which the Chairman agreed would be included in the letters that would be sent, on behalf of the Committee, to the relevant Cabinet Members and Officers.

49 : DATE OF NEXT MEETING

17 January 2019 at 4.30pm.

The meeting terminated at 5.35 pm

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

ECONOMY & CULTURE SCRUTINY COMMITTEE

17 January 2019

LEISURE MANAGEMENT PARTNERSHIP: DELIVERY UPDATE

Purpose of the Report

1. To provide Members with the opportunity to scrutinise progress in delivering the Leisure Centre Management Partnership between the Council and GLL (Greenwich Leisure Limited).

Scope of Scrutiny

2. The scope of the scrutiny is to scrutinise the performance of the Council and GLL over the last year in the delivery of leisure centre services covered by the Leisure Centre Management Partnership contract. At their work programming forum meeting on 5 July 2018, Members highlighted that they particularly wished to focus on the following aspects:
 - a. Participation and usage rates
 - b. Capital programme
 - c. Use of GLL leisure centre rooms by public sector organisations
 - d. Any planned changes to services
 - e. Any changes to the Council's commitments
 - f. Any risks to the Council.

Background

3. As part of the Council's Organisational Change programme, the Council commissioned an options appraisal from Max Associates entitled '*Sport, Leisure and Art Services Management: Options Appraisal*'. The report concluded that the highest scoring option was the formation of a partnership with an external organization.

4. On 15 May 2014, Cabinet resolved that “*procurement processes be carried out for the future management of the Council’s leisure centres and arts venues*”, with the Council’s in-house provision used as a comparator to the services offered by bidders.
5. Following a process of competitive dialogue and evaluation of bids received, the preferred bidder that offered the Most Economically Advantageous Tender regarding leisure centres was Greenwich Leisure Limited (GLL).
6. The new partnership arrangement with GLL commenced in December 2016, with a formal contract between the Council and GLL. This includes a service specification (known as the Descriptive Document) that covers governance arrangements, the approach to partnership working, opening hours, community benefits, pricing, incentives, catering & vending, customer care & satisfaction, promotion & marketing, quality management & continuous improvement, managing change, managing people and facilities management.
7. The contract covers the following leisure centres:
 - Llanishen Leisure Centre
 - Eastern Leisure Centre
 - Fairwater Leisure Centre
 - Western Leisure Centre
 - Pentwyn Leisure Centre
 - Maindy Leisure Centre
 - STAR (Splott)
 - Penylan Library and Community Centre ¹
8. The contract includes the reduction of the Council subsidy paid to leisure services. At the time of the procurement, the total net paid by the Council towards leisure services was circa £3.268m (15/16 outturn).

¹ Penylan Library and Community Centre included in contract as it hosts a gym

9. The contract provides the following advantages:
- Surety of future financial costs to the Council re leisure services
 - Significantly reduced financial risk for the Council
 - Contractor bearing financial risks in relation to utilities, delivery of investment opportunities, achievement of income targets and maintenance of facilities (with the exception of structure and roofs).
 - Greater certainty re the delivery of specified services within a contractual framework, protecting the ongoing operation of each facility and maintaining jobs.
 - Robust investment plan for capital investment into facilities
 - Contractor commitment to the achievement of QUEST, the leisure industry quality standard, across the portfolio, which will improve the quality of facilities and services.

Capital Investment

10. As part of the Contract, the Council agreed to make available a sum of £3.5 million to invest-to-save funding for the transferred leisure sites. The Month 6 Budget Monitoring report to Cabinet, dated 15 November 2018, states that:

'This is to enable GLL to improve facilities, generate income and reach a zero subsidy position. £1.288 million was spent in 2017/18, with the balance proposed to be spent in this year. Schemes include the refurbishment of health and fitness suites at Pentwyn, Llanishen, and Fairwater Leisure Centres. Expenditure proposals are agreed between the Council and GLL as part of a joint project board.'

11. In addition, the Month 6 Budget Monitoring report to Cabinet, dated 15 November 2018, states that:
- a. the property asset renewal budget 2018/19 includes £520,000 towards roof replacement at Pentwyn Leisure Centre
 - b. the priority one works, which include lighting, pool and fire alarm works at Pentwyn Leisure Centre and pool lighting at Llanishen Leisure Centre, have been completed.

Use of GLL leisure centre rooms by public sector organisations

12. The Leisure Centre Management Partnership service specification clearly sets out the requirement for GLL to work with stakeholders in order to promote health and well-being, raise awareness of the role of physical activity in the promotion of health and well-being, encourage increased participation and reduce health inequalities. It also sets out that GLL will work in partnership with a range of stakeholders including Public Health organisations, the Local Education Authority, schools, colleges and universities. GLL are also required to collaborate with community groups and ensure access and participation for all members of the community.
13. At the work-programming forum meeting 5 July 2018, Councillor Stubbs raised concerns that a public sector partner, the NHS, was having problems booking rooms at the STAR centre. Upon investigation, officers confirmed that there had been some initial confusion re booking rooms, as daytime room bookings at the STAR centre are managed by the Council's STAR Hub team rather than by GLL. Officers confirmed that this initial confusion had been resolved quickly and that room bookings for the NHS at the STAR centre were taking place.

Monitoring Information

14. In order to inform this scrutiny, the partnership has been asked to provide usage and participation data, with comparative data from the same period in previous years, including the following information that Members requested following their scrutiny in December 2017:
 - Renewal rates and membership rates
 - Number of individuals using centres
 - Overall number of visits
 - Information re membership and usage broken down by service user profiles including age, gender and ethnicity.
15. The partnership has also been asked to provide an update on the capital programme and customer satisfaction rates.

16. The above information is being provided in a presentation to the Committee, which will be circulated to Committee Members prior to the meeting.

Previous Scrutiny

17. In early 2014, the Economy and Culture Scrutiny Committee undertook an Inquiry into the first phase of the '*Alternative Operating Models in Leisure and Cultural Venues*' Inquiry. In April 2014, the Council Leader, Councillor Phil Bale, asked the Scrutiny Inquiry Team to contribute ideas to the Cabinet report for the 15 May 2014 meeting. Given the growing urgency of seeking solutions in this area, the Committee Chair and Inquiry Members agreed to consider this proposal.
18. The Inquiry Team provided some written thoughts for Committee Members to consider at their meeting on 8 May 2014, as part of the pre-decision process. These were tailored into the Scrutiny Report, attached as part of the report to Cabinet seeking agreement for a process of procurement, which Cabinet considered at their meeting on 15 May 2014.
19. The second phase of the '*Alternative Operating Models in Leisure and Cultural Venues*' Inquiry was undertaken in November 2014. Members' views were sought by the Director – Sport, Leisure and Culture, on the evaluation principles that were being written into the specifications of any contract award. Members wrote to the Cabinet Member – Community Development, Co-operatives & Social Enterprise to raise the following points:
 - *Members welcome the aspiration to achieve a net zero subsidy, but would not insist that this result is achieved if suitably attractive bids are received that do not provide a net zero subsidy position for the Council.*
 - *Members welcomed the focus being placed on the achievement of desired outcomes when evaluating the bids received, rather than the Council being overly prescriptive with the specifications that bidders must satisfy. Members felt this approach would enable innovation from the market and allow bidders to outline new opportunities and options for service delivery.*
 - *Members welcome the Lot allocation, with three single facility Lots providing the opportunity for smaller operators/organisations to participate in the*

procurement, which would not been possible had the Council gone with fewer, larger Lots, while at the same time retaining a more substantial Lot that will be attractive to larger organisations.

- *Members are pleased in-house service provision is being used as a benchmark throughout the process, and welcome the fact that the Council's provision of services is still being driven to reduce costs and improve quality of service. Members were keen to stress that they would welcome the retention of the service if the Council's service provision were found to compete with the options provided by the wider market.*
- *Members expect social objectives, such as the payment of the living wage to staff, reduced charges for Children who are Looked After and increased access for disadvantaged customers, to be considered and explored with bidders as the procurement process progresses.*
- *Members reiterated a point made in May 2014 - that working with a partner organisation driven by social goals (such as a trust, charity or social enterprise) would be the Committee's preferred option. They felt that this approach would provide a natural role for Elected Members and the Local Authority to contribute to the running of facilities, and feel these organisations would better address the social elements of the services provided in Leisure and Cultural facilities.*

20. In February 2015, Members of the Inquiry were sent the Leisure Service Requirement specifications in advance of them being distributed to bidders in readiness for the competitive dialogue process. Members were content with all that was contained within this document and did not request any amendments be made.

21. In December 2017, Committee Members scrutinised the first year of operation of the partnership, testing contract management, performance levels, and whether there were any changes to the Council's commitments and risks. In addition, Members were keen to test whether the partnership was meeting the needs of Cardiff citizens and communities. The Chair, Councillor Howells, issued a press release seeking the views of citizens of Cardiff on how the leisure centres were

being run. Responses were received from over 70 residents, with responses collated and shared with Committee Members and the partnership. At the meeting, Committee Members used these responses to frame lines of enquiry with the partnership.

22. Following the meeting, the Chair wrote to Councillor Peter Bradbury (Cabinet Member for Culture and Leisure) detailing Members comments, observations and recommendations; this letter is attached at **Appendix A**. The response from Councillor Bradbury is attached at **Appendix B** and includes details of the GLL User Survey and Usage profiles broken down by age, disability, ethnicity and gender.

Way Forward

23. Councillor Peter Bradbury (Cabinet Member for Culture and Leisure) has been invited and may wish to give a statement. Neil Hanratty (Director of Economic Development), Jon Maidment (Operational Manager, Parks, Sports and Cardiff Harbour Authority), Sarah Stork (Leisure Client Manager), Jason Curtis (GLL Regional Business Manager) and Dawn Pinder (GLL Cardiff Partnership Manager) have been invited to give a presentation and answer Members' questions.
24. At the meeting, Members will have the opportunity to question the panel about contract management, whether the partnership is performing to the agreed level, whether it is meeting the needs of Cardiff citizens and communities and whether there are any changes to the Council's commitments and risks. Members will also be able to explore the capital programme and any planned changes to service, such as improvements or reductions.

Legal Implications

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

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

RECOMMENDATION

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

Davina Fiore

Director of Governance and Legal Services

11 January 2019



Date: 14 December 2017

Councillor Peter Bradbury
Cabinet Member, Culture & Leisure
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Bradbury,

Economy & Culture and Environmental Scrutiny Committee: 7 December 2017

Members of the Economy & Culture Scrutiny Committee have asked me to pass on their thanks to you, Juliette Dickinson (GLL), Dawn Pinder (GLL), Jon Maidment and Sarah Stork for attending Committee for our scrutiny to assess delivery of leisure centre services in the first year of partnership with GLL.

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.

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.

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. Members note

that these were losing at least £100,000 per annum and your view that, had the service remained with the Council, these would still have had to close. However, 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. In the meantime, Members note GLL's commitment to look at healthier and better options for vending machines as soon as possible.

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 note GLL's comments that it is committed to inclusivity and accessibility but that it had concerns that the previous Junior Active Card was not means-tested and, as the Council withdrew the scheme, was giving an unfair advantage to those families who had purchased them before the Council ceased the scheme. Members share the aim of inclusive and accessible leisure provision, not least because of the known benefits to long-term health and life expectancy. Members therefore 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.

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. 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.

A further issue mentioned in the feedback was that the Armed Forces covenant commitment to enable service personnel to swim for free at any leisure centre pool had been reduced to only enabling this at Maindy Leisure Centre. Members were pleased to hear that this is not the case and 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. However, this does highlight another theme within the feedback I received, which is problems with communications.

In terms of customer communication, there were frequent references to poor use of the website and social media by GLL, for example to communicate about cancelled classes and to respond to customer complaints. 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 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.

In terms of customer satisfaction, Members note that GLL's survey found a 78% customer satisfaction rating. 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.

Members were very interested to hear of GLL's success in tackling sickness absence amongst staff, reducing long-term sickness levels and sickness overall by 50%. Given the issues with sickness absence experienced in some other areas of the Council, 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 understand that the Policy Review & Performance Scrutiny Committee will soon be scrutinising sickness absence; I will share GLL's success with their Chair, Councillor Walker.

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.

Overall, Members note that GLL is on target to achieve zero subsidy within the contracted period set for this.

I raised at the meeting whether GLL are using Equality Impact Assessments as part of their decision making process. Having discussed this in our way forward, Members recommend that GLL incorporate Equality Impact Assessments into their decision making process for strategic, policy and key operational changes.

Also during our way forward discussions, Members talked about the move towards a 24-hour economy, meaning many workers are not able to access leisure centres as they finish work late. 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.

Finally, 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:

- Renewal rates as well as membership rates
- Number of individuals using centres – as well as the overall number of visits
- Information re membership and usage broken down by service user profiles including age, gender and ethnicity.

Once again, thank you to all for attending and for contributing in a positive and constructive manner. This letter requires a response please as it contains recommendations and requests for information.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE

cc Members of the Economy & Culture Scrutiny Committee
Juliette Dickinson & Dawn Pinder - GLL
Andrew Gregory Neil Hanratty
Jon Maidment Sarah Stork
Cabinet Support Office
Respondents to Press Release

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref : CM38877

Eich Cyf / Your Ref :

Dyddiad / Date: 18th January 2018

Cllr Nigel Howells
C/O Member Services
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Annwyl / Dear Nigel

Scrutiny - Leisure Management Partnership

With reference to your letter dated 14 December 2017, may I firstly thank you and members of the Economy & Culture Scrutiny Committee for the opportunity to report on the Partnership with GLL and the delivery of Leisure in this new delivery model following the first year of operation. Both GLL and I welcomed the opportunity to share some of the positives from the first year in operation as well as highlighting some of the challenges faced in order to reach a zero subsidy by the end of year three, whilst continuing to deliver high quality services.

In order to respond to the feedback sought by you from Leisure Service Users, GLL has received the comments from users and I have requested that a response be prepared that covers all aspects of issues raised by respondents. In addition to this information, officers have been in liaison with GLL in order to offer the further information requested.

In relation to the User Survey carried out by GLL, please see attached a breakdown of questions asked, results and profile of respondents. As requested, GLL has also provided comparative information regarding the user profile within Cardiff, attached. You will see from the information that the GLL User Survey response is representative of the user group profile.

In respect of the discussion regarding the healthy options vending, GLL has confirmed that installation of the new vending provision will commence in the South West, including Cardiff, from 15th January 2018.

Regarding the reduction in sickness levels, GLL has confirmed that the success is due to close monitoring and management of the Sickness Policy but are happy to discuss with Council Officers if required.

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall, Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd / Cardiff CF10 4UW,
Ffon / Tel: (029) 2087 2501



In terms of Carbon Reduction, GLL has confirmed that they are in the final stages of agreeing the Carbon Reduction Plan for the Cardiff Leisure Contract. Following a recent survey by Unify, GLL's Energy Partner, a number of key carbon-energy saving opportunities have been identified and will form part of the final carbon reduction plan. This includes, for consideration, the installation of solar panels. GLL is also currently in liaison with Cardiff Community Energy to explore the possibility of moving this forward.

With reference to the Equality Impact Assessment within the GLL decision-making process, GLL has noted the recommendations.

Regarding the potential for 24 hour opening, GLL will be reviewing the current opening hours in order to consider business and customer needs and will take this into consideration.

As requested, please see attached contract information in relation to service user profile and overall number of visits. However, please note, it is not currently possible to provide information regarding the number of individuals, other than those with a membership, due to casual use. In relation to membership rates, GLL has reported an increase of 1,131 members compared to the same period last year.

In conclusion I trust that the above addresses the points raised by the Committee, please let me know if any further information or clarification is required.

Yn gywir / Yours sincerely



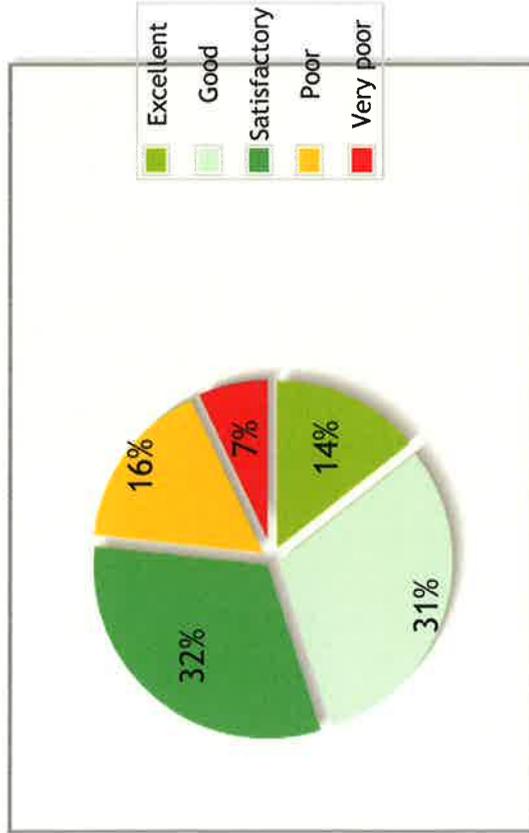
Y Cynghorydd / Councillor Councillor Peter Bradbury
Aelod Cabinet Dros Ddiwylliant a Hamdden
Cabinet Member for Culture & Leisure

01-Jan-2017 to 31-Dec-2017

Cardiff

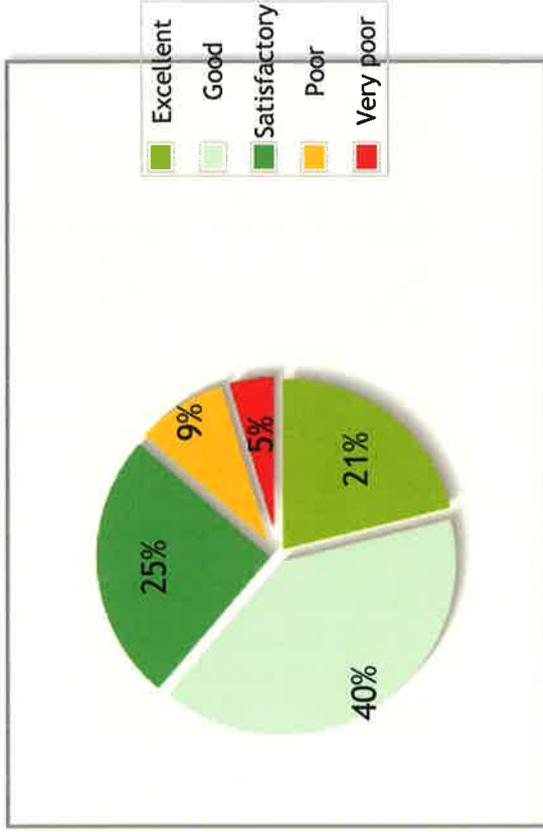
Overall Experience

How would you rate the Centre overall?
(1703)

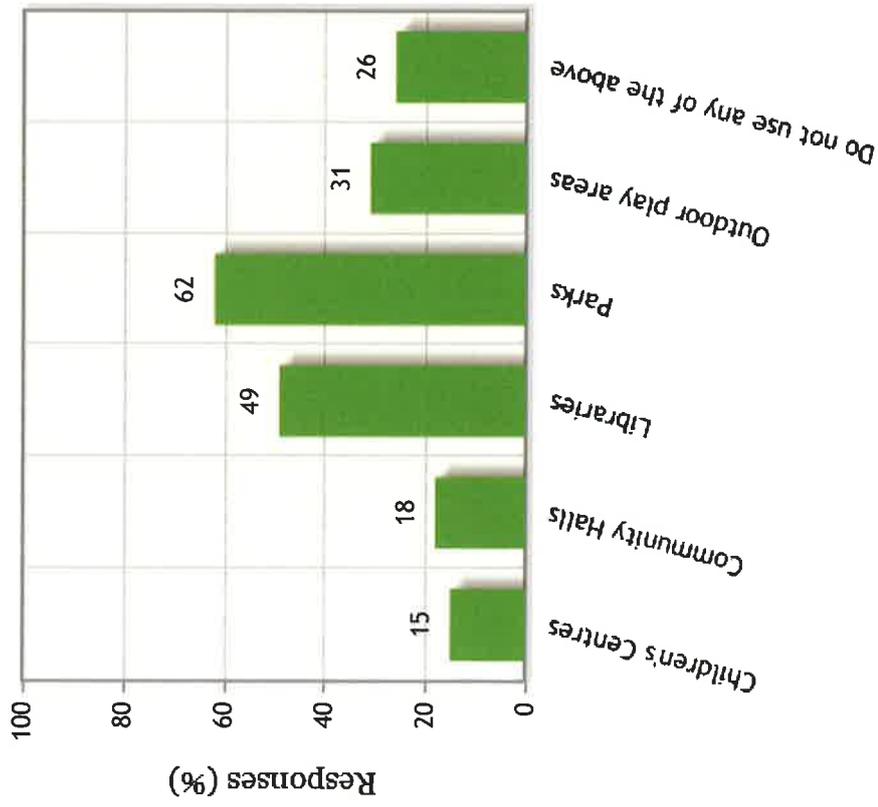


General

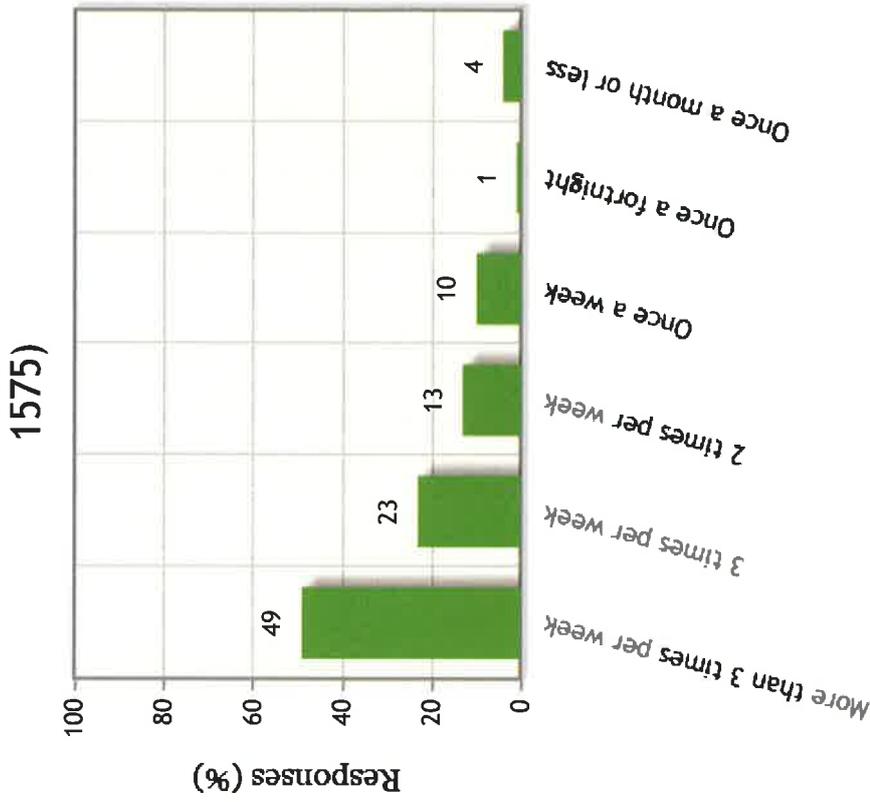
Rate the overall activities (954)



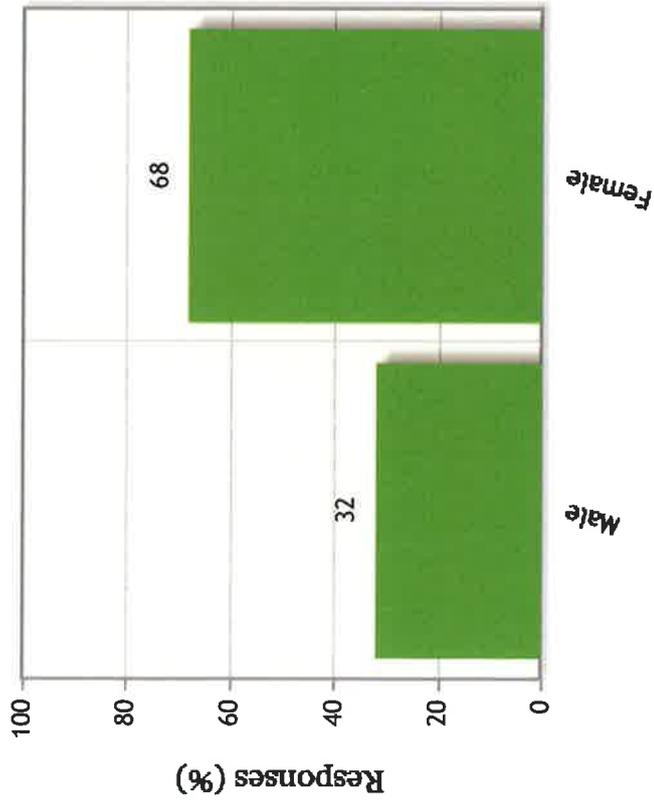
Do you use any of the following local services? (Response: 1597)



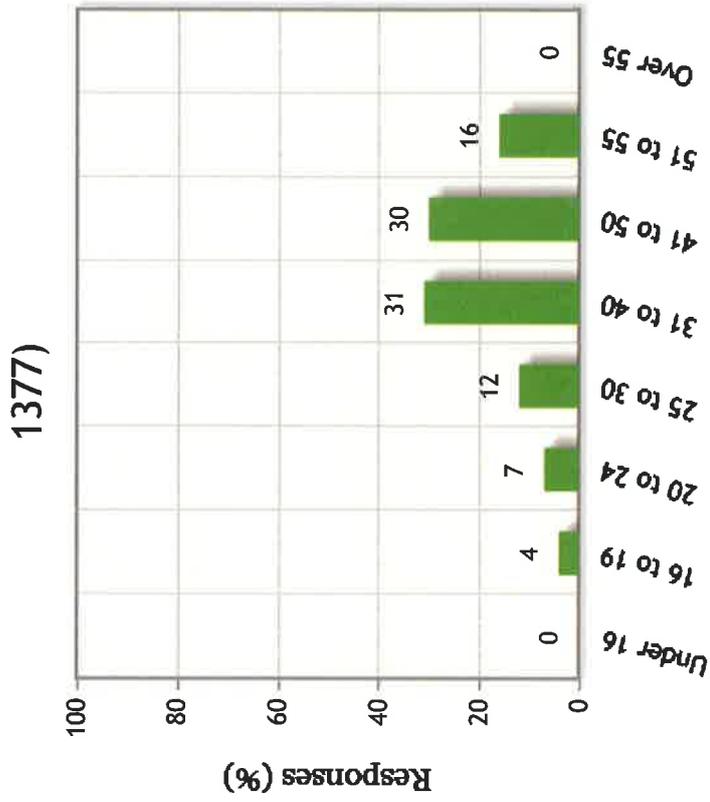
How often do you participate in more than 30 mins of moderate exercise? (Response: 1575)



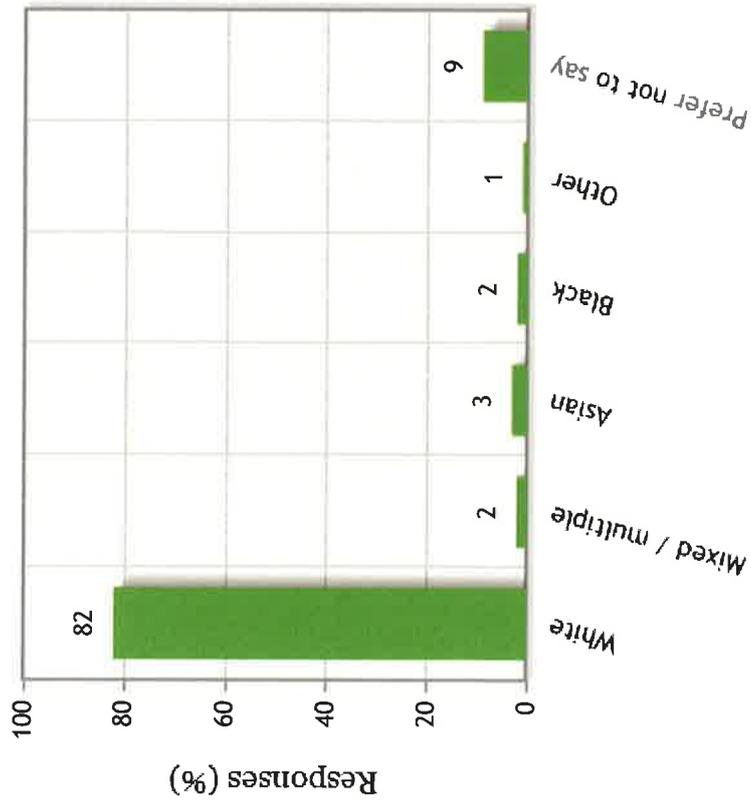
Are you ... (Response: 1572)



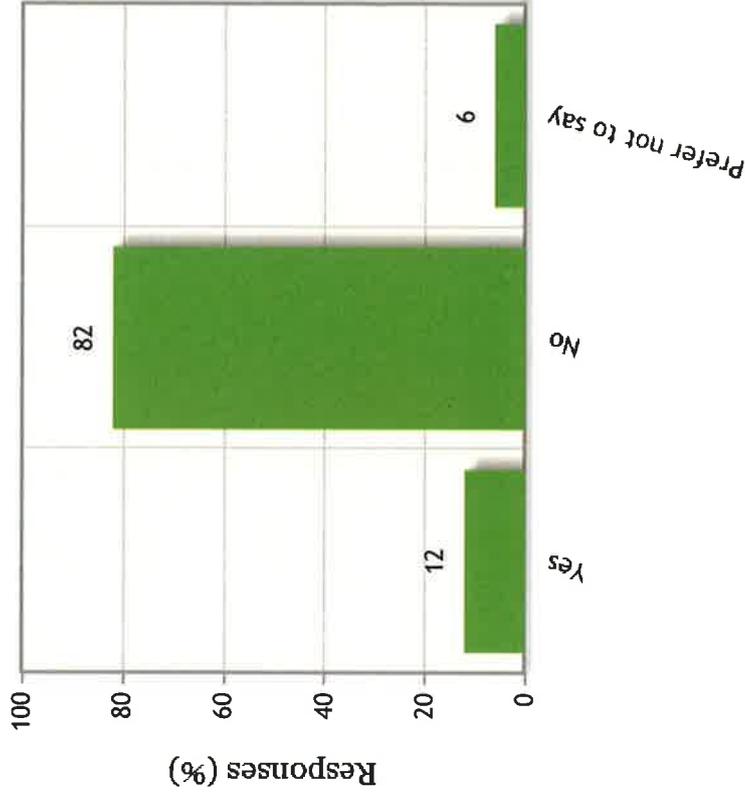
Which age group do you fit in to? (Response: 1377)



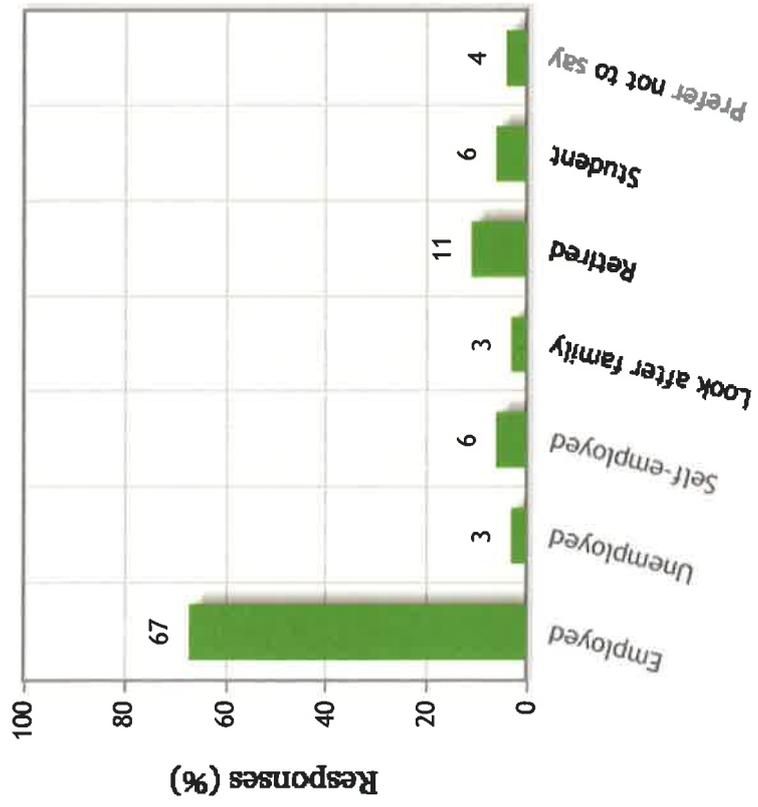
How would you describe your ethnic origin? (Response: 1565)



Do you consider yourself to have a health condition or disability (Response: 1564)

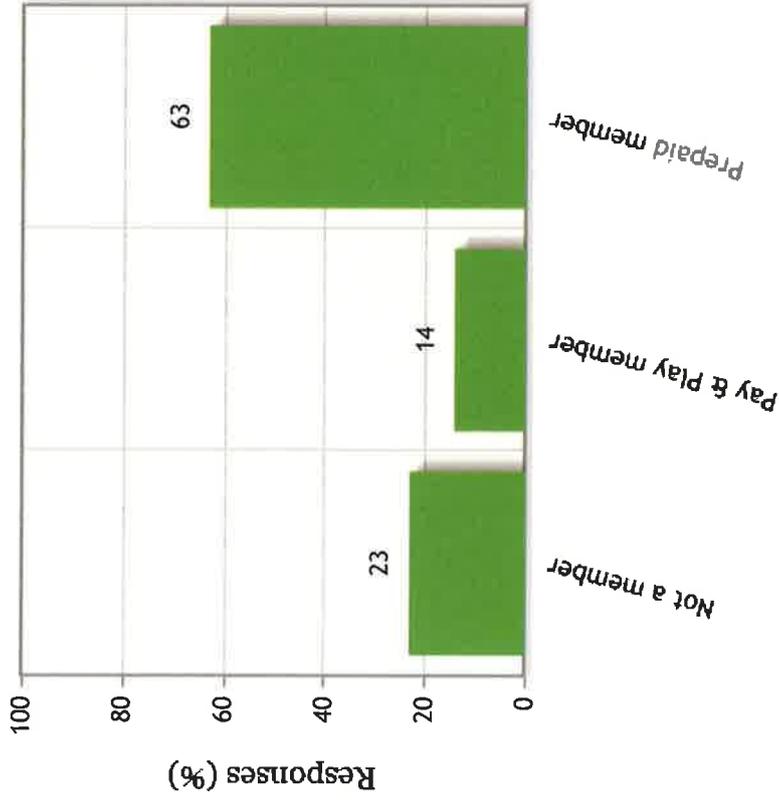


Which best describes your current employment status? (Response: 1563)

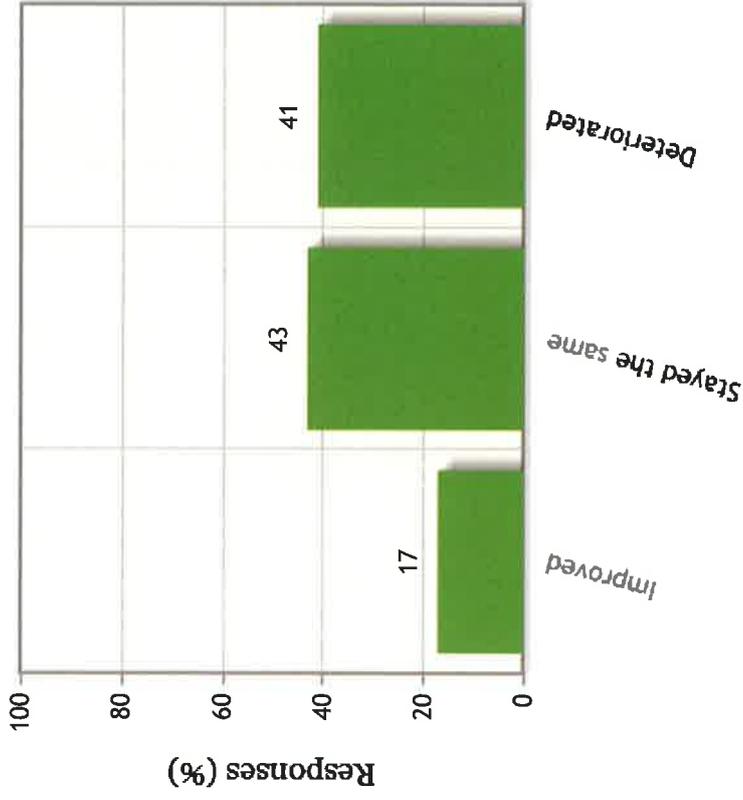


Membership

In terms of membership, are you ...
(Response: 1691)



Over the past 12 months would you say the
service has ... (Response: 1698)



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Cardiff Usage

Usage	Month		Year	
	July	August	September	2017
Activity Area	2017	2017	2017	2017
Fitness	40831	36077	37022	
Fitness Group Exercise	16417	14232	14713	
Fitness Gym	22843	20435	20866	
Fitness Other	1571	1410	1443	
Pools	62131	60826	54218	
Pools Clubs	2893	2900	2980	
Pools Schools	2730		1304	
Pools Swimming	40387	44729	30706	
Pools Wet Courses	15921	13137	19168	
Pools Wet Events	200	60	60	
Sports	30174	27236	30131	
Sports Clubs	16092	14328	15016	
Sports Dry Courses	7024	6420	7713	
Sports Dry Events	2281	1562	2207	
Sports Dry Sports	4777	4926	5195	
Grand Total	133136	124139	121371	

Gender usage by %

Gender	Year
Gender Type	2017
Female	53.6%
Male	46.4%
Grand Total	100.0%

Ethnicity usage by %

Ethnicity	Year
Ethnicity Type	2017
Asian	3.4%
Black	0.9%
Mixed	0.7%
Other	0.0%
White	95.1%
Grand Total	100.0%

Age usage by %

Age Group	Year
Age Group	2017
00 to 04	0.2%
05 to 10	2.5%
11 to 15	4.0%
16 to 44	45.3%
45 to 59	24.4%
60+	23.7%
Grand Total	100.0%

Disability usage by %

Disability	Year
Disability Type	2017
Health	0.2%
Hearing	0.1%
Learning	0.1%
Multiple	0.1%
No Disability	97.2%
Not Specified	1.9%
Physical	0.3%
Visual	0.1%
Grand Total	100.0%

Age by Activity

Age	Year
Age	2017
Adult	56.2%
Junior	43.8%
Grand Total	100.0%

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**CYNGOR CAERDYDD
CARDIFF COUNCIL****ECONOMY & CULTURE SCRUTINY COMMITTEE****17 JANUARY 2019**

COMMITTEE BUSINESS REPORT

Background

1. This report provides Members with:
 - i. A correspondence update;
 - ii. A copy of the Consultation Budgetary Proposals relevant to this Committee's terms of reference;
 - iii. A copy of the Welsh Public Library Standards Annual Return 2017-18; and
 - iv. Details of the Cardiff Capital Region City Deal Joint Overview & Scrutiny Committee minutes 15 October 2018.

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.
3. At the Committee meeting on 6 December 2018, Members received a report detailing the correspondence sent and received up to that meeting. Since then, correspondence has been sent following the Committee meeting on 6 December 2018.
4. The list below details the position with regard to responses to correspondence:
 - i. *Response Awaited* – from Councillor Russell Goodway, to the Chair's letter following scrutiny of plans to regenerate the Dumballs Road area, considered at Committee on 11 October 2018.

- ii. *Response Received* – from Councillor Peter Bradbury to the Chair’s letter regarding the Cabinet Response to the Funding of Parks Inquiry report recommendations, considered at Committee on 11 October 2018.
 - iii. *Response Awaited* – from Councillor Bradbury and Councillor Goodway to the Chair’s letter regarding the report to Cabinet on Heritage Buildings, considered at Committee on 8 November 2018.
 - iv. *Response Awaited* – from Councillor Goodway to the Chair’s public letter regarding the report to Cabinet on the Indoor Arena, considered at Committee on 8 November 2018.
 - v. *Response Awaited* – from Councillor Peter Bradbury and Councillor Michael Michael to the letter of Councillor Ramesh Patel, Chair of the Joint Committee meeting held on 19 November to scrutinise the Public Spaces Protection Order: Dog Controls.
 - vi. *Response Received* – from Councillor Lynda Thorne to the Chair’s letter regarding Employment Services, considered at Committee on 6 December 2018.
 - vii. *No response required* – from Councillor Goodway to the Chair’s letter regarding the scrutiny route for the Economic Development White Paper, considered at Committee on 6 December 2018.
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*’.

Consultation Budgetary Proposals

6. Attached at **Appendix A** are the 2019/20 Consultation Budgetary Savings Proposals that relate to the portfolios and directorates falling within the remit of this Committee.
7. The Council’s *Changes for Cardiff* budget consultation survey launched on the 16 November 2018 and ran until 2 January 2019. Residents were able to take part online by visiting the Council’s main website and hard copies of the consultation document were available at hubs, libraries and council buildings.

8. The *Changes for Cardiff* budget consultation document highlighted several consultation budgetary proposals, seeking residents' views on these savings. Of these, the following fall within this Committee's terms of reference:
 - a. Community Sport Buildings
 - b. New Theatre Cardiff
 - c. City Events
9. The relevant extracts from the *Changes for Cardiff* budget consultation document are provided below:

Community sports buildings

We are continuing to transfer sports buildings to local sporting clubs, organisations, leagues and governing bodies. Benefits to local clubs and organisations include a greater security in their tenancy and an increased ability to attract external investment and grant aid. In turn, there is a reduction in the costs to the Council in managing these facilities. Further transfer of these facilities would result in savings to the Council of £25k. (CONSULT 8)

Do you support the further transfer of park assets to local sporting leagues and governing bodies?

New Theatre

New Theatre Cardiff has a vibrant and varied theatre scene, attracting a wide range of performances and audiences. Venues including the Millennium Centre, St David's Hall, the Sherman Theatre and Chapter Arts provide an array of entertainment choices. Cardiff Council wants to ensure that, as the capital city of Wales, we are able to ensure the continuation of high quality theatre productions in the city. An opportunity exists for the Council to secure a new private theatre tenant for the New Theatre building to develop the current theatre offer in the city. This proposal could secure savings of £404k to the Council. (CONSULT 7)

Have you visited the New Theatre in the last 12 months?

Have you visited a theatre elsewhere in Cardiff in the last 12 months?

Do you support the proposal to secure a private tenant to develop and sustain the current theatre offer in the city?

City Events

Cardiff Council currently subsidises a number of entertainment and art events throughout the year. Whilst many of these events are free to the public and contribute to the wider economic and cultural vitality of the city they involve significant costs – of around £245k - to the Council in terms of funding support, event management, staffing and lost income (CONSULT 18). We are seeking to reduce this subsidy and work to ensure that all future events are financially sustainable. Events that could potentially be affected are Artes Mundi, Speedway Fan Zone, Step into Christmas, Cardiff 10K Run, Tafwyl, Classic Motor Rally and Welsh Proms.

We have not decided a specific figure for reduction, but want to hear your views on the principle of subsidising these events.

Do you support the proposal to reduce the subsidy?

10. Consultation Equality Impact Assessments have been prepared for the savings proposals that rate Red or Red/ Amber in terms of their Equality Impact, which are:
- Consult 7 – New Theatre;
 - Consult 17 – Closure of public conveniences in Caedelyn Park; and
 - Consult 18 – Reduced subsidisation of Events.

These are available to view on the Council's website, via the hyperlink below:

<https://www.cardiff.gov.uk/ENG/Your-Council/Council-finance/Council-Budget/2019-20/EIAS-2019/Pages/default.aspx>

11. This Committee is scheduled to scrutinise the draft Corporate Plan and Budgetary Proposals at its meeting on Tuesday 19 February 2019. The results to the above consultation questions and overall budget consultation will be available at that meeting. The Committee's consideration of the budget will allow Members to pass their comments or recommendations to the Cabinet for consideration when it considers the draft budget proposals on 21 February 2019. The proposals will then be presented to Full Council on 28 February 2019.

Welsh Public Library Standards: Annual Report 2017/18

12. At the work programme forum meeting on 5 July 2018, Members decided to receive the Welsh Public Library Standards Annual Report as part of Committee Business in order to identify any performance issues that require further scrutiny.
13. 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) in 2001. The sixth set of Welsh Public Library Standards 2017-2020 '*Connected and Ambitious Libraries*' can be accessed via: <https://gov.wales/topics/culture-tourism-sport/museums-archives-libraries/libraries/public-library-standards/?lang=en>
14. The sixth set of Standards has 12 core entitlements and contains 16 quality indicators, of which ten have targets. There are also three indicators aimed at assessing the impact of library use on people's lives.
15. 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 2017/18 is attached at **Appendix B** and includes comparator data with other Welsh library services.
16. The evaluation found that:
 - i. Cardiff is meeting 11 out of 12 core entitlements in full; it is not meeting core entitlement 12 that requires the local authority to have an overall library strategy. However, the narrative in the annual report highlights that this will be addressed during 2018/19 by the newly formed Library and Strategy Development Team;
 - ii. Of the ten quality indicators which have targets, Cardiff achieved:
 - Seven in full;
 - Two in part, which are Quality Indicator 12 - *% of requests satisfied within 15 days* - and Quality Indicator 13 - *qualified staff per capita*;

- And is failing to achieve one of the indicators, which is Quality Indicator 9 – *Up to date and appropriate reading material.*

17. The impact measures are detailed on page 3 of the annual assessment report, attached at **Appendix B**. On page 4 of the annual assessment, there is a list of quality indicators with benchmark data showing how Cardiff measures against other library services in Wales.
18. The Communities and Housing Directorate has prepared a response to the Annual Report, which is provided at **Appendix C**. This sets out the actions to be taken to address the core entitlement and quality indicators that have not been met, an update on the next steps re well-being hubs and detailed data for the quality indicators.

Joint Overview and Scrutiny Committee – Cardiff Capital Region City Deal

19. At the last Committee Meeting, 6 December 2018, Members requested sight of the minutes of the first meeting of the Joint Overview and Scrutiny Committee (JOSC) for the Cardiff Capital Region (CCR) City Deal, held on 15 October 2018.
20. The draft minutes for this meeting have been emailed to Members. These minutes are due to be considered for approval at the next meeting of the JOSC, scheduled to be held on 5 February 2019. The papers for this meeting will be circulated to Committee Members upon publication and will be available via the Council's website using the following hyperlink:
<http://cardiff.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=304&LLL=0>

Way Forward

11. During their meeting, Members will have the opportunity to reflect on the correspondence update, note the consultation budgetary proposals that fall within this Committee's terms of reference, provided at **Appendix A**, note the Welsh Public Library Standards Annual Report 2017/18, provided at **Appendix B** and the response provided at **Appendix C**, and note the draft

minutes provided re the Joint Overview and Scrutiny Committee Cardiff Capital Region City Deal meeting on 15 October 2018.

Legal Implications

12. 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

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 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. Reflect on the update on committee consultation;
- II. Note the consultation budgetary proposals that fall within this Committee's terms of reference, attached at **Appendix A**;
- III. Note the Welsh Public Library Standards Annual Report 2017/18, attached at **Appendix B** and the response attached at **Appendix C**; and
- IV. Note the draft minutes of the Joint Overview and Scrutiny Committee for Cardiff Capital Region City Deal meeting on 15 October 2018.

Davina Fiore

Director - Governance and Legal Services

11 January 2019

Budget Savings Proposal Summary 2019/20 for Consultation

No	Ref	Category	Proposal	Budget £000	Saving				Risk Analysis			Cabinet Portfolio	Consultation	
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability			EIA
CONSULT 1	Corporate Management		Reduction of funding available to react to opportunities to fund City wide events Further reduction of funding available to react to opportunities to fund City wide events	274	0	126	0	0	126	Amber-Green	Amber-Green	Amber-Green	Leader's Portfolio	Prior Year
Corporate Management Total					40	126	0	0	166					
CONSULT 3	Economic Development	Generation	Cardiff Castle - Income / Staff Rationalisation Saving to be achieved through the rationalisation of agency staff and overtime, and the generation of additional income through new attractions (Black Tower Tales and Dr Who).	2,912	52	0	70	0	122	Amber-Green	Green	Green	Culture & Leisure	General
CONSULT 5	Economic Development		Workshops Income Increased rental income from workshop units.	(947)	0	0	20	0	20	Amber-Green	Amber-Green	Green	Investment & Development	General
CONSULT 6	Economic Development	Collaboration	New Operating model for Leisure Centres Further year's saving as a result of the transfer of the operation of Cardiff Council's Leisure Centres to the new operator, Greenwich Leisure Ltd.	1,988	0	1,822	0	0	1,822	Green	Green	Green	Culture & Leisure	General
CONSULT 7	Economic Development		New Theatre Secure a private theatre tenant for the New Theatre building to develop and sustain the current theatre offer in the city.	404	0	0	0	404	404	Red-Amber	Red-Amber	Red-Amber	Culture & Leisure	City Wide
CONSULT 8	Economic Development		Parks and Sport – Continue transfer of parks investment The further transfer of changing rooms and other sports buildings to local clubs, organisations, leagues and governing bodies to provide security of tenure, enabling external investment and grant aid and to reduce the cost to the Council of holding these assets.	972	0	25	0	0	25	Amber-Green	Amber-Green	Green	Culture & Leisure	City Wide
CONSULT 12	Economic Development	Processes	Revised and restructured model for Economic Development Restructure within Economic Development, which will allow the deletion of a vacant post.	757	56	0	0	0	56	Amber-Green	Amber-Green	Green	Investment & Development	General
CONSULT 14	Economic Development		Revised and restructured model for the Tourism service and reduction in Tourism budget Deletion of a vacant post in the Tourism team, along with a reduction in the budget for tourism initiatives.	930	31	10	0	0	41	Amber-Green	Green	Green	Culture & Leisure	General
CONSULT 15	Economic Development		City Centre Management - Remove Subsidy Reduce costs and increase income in order to make City Centre Management cost neutral.	40	0	0	0	40	40	Amber-Green	Green	Green	Investment & Development	General
CONSULT 16	Economic Development		Review of Venues & Catering Staffing Resource Deletion of two posts through voluntary redundancy.	2,912	19	0	0	0	19	Green	Green	Green	Culture & Leisure	General
CONSULT 17	Economic Development		Closure of Public Conveniences in Caedelyn Park The public conveniences in Caedelyn park are unused and in poor condition with no electrical supply, sinks or hand driers. Toilets will continue to be provided in the changing room block when there are pitch bookings.	972	0	6	0	0	6	Amber-Green	Green	Red-Amber	Culture & Leisure	General
CONSULT 18	Economic Development		Reduced Subsidisation of Events Seek to reduce the level of subsidy of the current annual events programme, partly through a staff restructure.	2,891	43	202	0	0	245	Red-Amber	Red-Amber	Red-Amber	Culture & Leisure	City Wide

No	Ref	Category	Proposal	Budget £000	Saving			2019/20 £000	Risk Analysis			Cabinet Portfolio	Consultation	
					Employee Costs £000	Other Spend £000	Income £000		TBC £000	Residual	Achievability			EIA
CONSULT 19	Economic Development	Review of External Spend	Reduction in funding for annual Cultural Project Schemes The Cultural Projects Scheme is a financial award scheme designed to support one-off cultural projects that meet the corporate priorities of the council. The saving will be achieved by removing the funding for the scheme. Given the one-off nature of projects, there is no impact for those that have been supported previously.	1,949	0	62	0	0	62	Amber-Green	Red-Amber	Amber-Green	Culture & Leisure	Service Specific
CONSULT 20	Economic Development		Economic Development Projects and Initiatives Reduction in the Business & Investment initiatives budget.	220	0	28	0	0	28	Amber-Green	Green	Green	Investment & Development	General
Economic Development Total					461	2,218	150	444	3,273					
CONSULT 27	Housing & Communities	Processes	Community Wellbeing Hubs implementation Delivery of the Community Wellbeing Hubs brings together Libraries and Hubs under one management structure. There the saving will result from greater join up of services between libraries and hubs, however the new structure does require significant changes to staffing. The new model will improve on the range of services being provided at our existing standalone branches especially around the provision of advice services for older people.	2,246	250	0	0	0	250	Green	Green	Green	Housing & Communities	Prior Year
CONSULT 30	Housing & Communities		Deletion of an Into Work Advisor Post Following the creation of the employability gateway, efficiencies have enabled the deletion of this vacant Into Work Advisor post.	723	40	0	0	0	40	Green	Green	Green	Housing & Communities	General
CONSULT 33	Housing & Communities	Review of Spend	Provision of all Into Work Services in-house Following the implementation of the new model for Into Work Services in Cardiff, which included the creation of the Employability Service Gateway, there is the opportunity to provide more of the employment services in-house and reduce the management costs.	473	0	33	0	0	33	Green	Green	Green	Housing & Communities	General
People & Communities - Housing & Communities Total					483	105	280	0	868					

No	Ref	Category	Proposal	Budget £000	Saving			2019/20 £000	Risk Analysis			Cabinet Portfolio	Consultation	
					Employee Costs £000	Other Spend £000	Income £000		TBC £000	Residual	Achievability			EIA
CONSULT 55	Planning, Transport & Environment	Collaboration	Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over 3 years.	4,859	0	286	0	0	286	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment	General

Council Total					3,723	11,693	2,967	994	19,377					
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Llywodraeth Cymru
Welsh Government

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

19 December 2018

Dear Paul,

Sixth Assessment Framework for Welsh Public Library Standards: Annual Return 2017-18

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 2017-18, and the full report is attached to this letter.

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

- Cardiff met 11 of the 12 core entitlements in full and failed to meet 1.
- Of the 10 quality indicators which have targets, Cardiff achieved 7 in full, 2 in part and failed to achieve 1.
- Cardiff library service has continued to perform well in this first year of the sixth framework, with the integration of Hub and Library teams supporting improvement in a number of areas. Developments in training provision and event programming have seen significant increases in attendance levels, and the service continues to actively support health and well-being agendas. Staffing remains an area of concern, with numbers of qualified staff among the lowest in Wales, although the service is supporting staff to complete relevant qualifications. The creation of a new

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



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Tel: 0300 062 2112
E-mail: 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.

library and strategy development team will support the service in shaping the library offer to meet the needs of its communities.

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

Should you have any queries concerning the report or the assessment process, please contact Mary Ellis, Head of Archives Development, email: mary.ellis@gov.wales

Yours sincerely

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

Peter Owen

Annual Assessment Report 2017-18

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

1 Executive summary

Cardiff met 11 of the 12 core entitlements in full and failed to meet 1.

Of the 10 quality indicators which have targets, Cardiff achieved 7 in full, 2 in part and failed to achieve 1.

Cardiff library service has continued to perform well in this first year of the sixth framework, with the integration of Hub and Library teams supporting improvement in a number of areas. Developments in training provision and event programming have seen significant increases in attendance levels, and the service continues to actively support health and well-being agendas. Staffing remains an area of concern, with numbers of qualified staff among the lowest in Wales, although the service is supporting staff to complete relevant qualifications. The creation of a new library and strategy development team will support the service in shaping the library offer to meet the needs of its communities.

- Support for health and well-being is strong with Cardiff one of the few authorities regularly offering the full range of services under QI 4 in each static service point.
- Attendance at pre-arranged training sessions has increased significantly, with 100% of attendees reporting that the training has helped them achieve their goals.
- Developments in event programming have also seen large increases in attendance at activities and events, with performance here now the highest per capita in Wales.
- Cardiff continues to perform strongly in relation to traditional indicators of use, although with some variability in the figures compared to 2016-17.
- The overall acquisitions targets remain challenging for the service, but it continues to invest strongly in Welsh language resources with the requirements here met.
- PC provision has increased in preparation for providing support for Universal Credit, with Cardiff one of the few authorities to report an increase in ICT usage.
- Overall staffing levels have increased, following the integration of Hub and Library teams, and the per capita target is now met and at a high level. Numbers of qualified staff have however fallen further, and remain among the lowest in Wales.
- Total revenue expenditure has increased in 2017-18, reflecting the integration of Hub and Library budgets and income streams.

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 these areas. A narrative assessment of the authority's performance is provided in Section 3.

2.1 Core entitlements

Cardiff is meeting 11 of the 12 core entitlements in full, but with no overall library strategy that articulates the vision and objectives of the service fails to meet CE 12. It is noted that library service delivery is closely aligned with published corporate priorities and strategies, but there is no direct link to relevant documentation on the library service website to inform users about the strategic direction of the service, and little detail within the corporate documents to identify the service's role and contribution. The creation of a new library and strategy development team to support the development of the library offer should enable the service to address this area in 2018-19.

2.2 Quality indicators with targets

There are 16 quality indicators (QIs), of which ten have constituent targets. Of these, Cardiff is achieving 7 in full, 2 in part and is failing to achieve 1 of the indicators.

Quality Indicator	Met?	
QI 3 Support for individual development:		Met in full
a) ICT support	✓	
b) Information literacy and skills training	✓	
c) E-government support	✓	
d) Reader development	✓	
QI 4 (a) Support for health and well-being		Met in full
i) Book Prescription Wales scheme	✓	
ii) Better with Books scheme	✓	
iii) Designated health & well-being collection	✓	
iv) Information about healthy lifestyles and behaviours	✓	
v) Signposting to health & well-being services	✓	
QI 6 all static service points offer events/activities for users with special requirements	✓	Met in full
QI 7 Location of service points	✓	Met in full
QI 9 Up-to-date and appropriate reading material		Not met
Acquisitions per capita	x	
or Materials spend per capita	x	
QI 10 Welsh Language Resources		Met in full
% of material budget spent on Welsh	✓	
or Spend on Welsh per capita	✓	
QI 11 Online access:		Met in full
a) i) Public access to Internet	✓	
ii) Wi-Fi provision	✓	
QI 12 Supply of requests		Partially met
a) % of requests satisfied within 7 days	✓	
b) % of requests satisfied within 15 days	x	
QI 13 Staffing levels and qualifications:		Partially met
i) Staff per capita	✓	
ii) Qualified staff per capita	x	

iii) Head of service qualification/training	✓	
iv) CPD percentage	✓	
QI 16 Opening hours per capita	✓	Met in full

There is a slight improvement on the last year of the fifth framework, with Cardiff now achieving the target for total staff per capita (QI 13).

2.3 Impact measures

The framework includes three indicators aimed at assessing the impact of library use on people's lives. These indicators do not have targets, and authorities are only required to carry out user surveys for QI 1 once over the three-year period of the framework. The summary figures (lowest, median and highest) are therefore based on those authorities indicating they completed their user survey during this first year of the framework. Rankings reflect the numbers of respondents, where 1 is the highest scoring authority.

Cardiff did not conduct a user survey during 2017-18; these are planned for the second year of the framework.

Performance indicator	Rank	Lowest	Median	Highest	
QI 1 Making a difference					
b) % of young people who think that the library helps them learn and find things out:	n/a	73%	94%	97%	
e) % of adults who think that the library has made a difference to their lives:	n/a	38%	90%	95%	
QI 5 b) % of attendees of training sessions who said that the training had helped them achieve their goals:	100%	1/17	75%	98%	100%

Authorities are also asked to provide up to four case studies describing the impact which the library service has had on an individual or on a group of individuals during the year. Cardiff provided four such case studies:

- Research, Reflect, Remember – a project to teach primary school children about the First World War. Pupils researched the lives of soldiers who lived in Cathays using the local studies collection, and interviewed local senior citizens about what life was like after the war. The children have improved their skills and understanding, and the project has improved the well-being of the older people involved.
- Volunteer Opportunities – the impact of volunteering on three individuals; enabling them to develop new skills, improving their English, helping them gain in confidence, and supporting employability.
- Autism Friendly Project – targeted Autism Friendly sessions for children and their families, held weekly during the summer holidays. Children were supported by library staff to access library services and participate in fun activities, and parents benefited from meeting with other families in a relaxed setting.
- Knit & Natter – the impact of a long-running library Knit & Natter group on the health and well-being of participants; one member enjoys the sense of community, friendship and well-being it provides, and for those affected by social isolation it has offered reassuring peer support.

2.4 Quality indicators and benchmarks

The remaining indicators do not have targets, but allow services to monitor and benchmark their performance over time, in comparison with other authorities. The following table summarises Cardiff's position for 2017-18. 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 was not available to some authorities. Where possible, figures from the last year of the fifth framework have also been included for comparison; however, in some cases a change in definition or the introduction of additional measures makes comparisons impractical. Indicators 'per capita' are calculated per 1,000 population unless otherwise noted.

Performance indicator	Rank	Lowest	Median	Highest	2016/17	
QI 1 Making a difference						
a) % of adults who think that using the library has helped them develop new skills:	n/a	24%	83%	94%	71%	
c) health and well-being	n/a	33%	65%	95%	43%	
d) enjoyable, safe and inclusive	n/a	90%	98%	100%	95%	
QI 2 Customer satisfaction						
a) 'very good' or 'good' choice of books	n/a	88%	91%	98%	84%	
b) 'very good' or 'good' customer care	n/a	93%	99%	100%	93%	
c) 'very good' or 'good' IT facilities	n/a	74%	86%	94%		
d) 'very good' or 'good' overall;	n/a	93%	97%	99%	95%	
e) users aged 16 & under rating out of ten	n/a	8.5	9.1	9.2	9.5	
QI 5 User training						
a) attendances per capita	212	2/22	10	32	238	161
c) informal training per capita	242	10/22	15	199	473	331
QI 6 attendances at events per capita	684	1/22	82	228	684	487
QI 8 Library use						
a) visits per capita	7,014	1/22	2,501	4,047	7,014	6,751
b) virtual visits per capita	2,211	1/22	243	866	2,211	2,299
c) active borrowers per capita	229	1/22	100	154	229	235
QI 10 Welsh issues per capita*	112	7/22	4	68	663	
QI 11 Online access						
b) Computers per capita^	11	5/22	5	9	14	9
c) % of available time used by the public	56%	3/22	14%	27%	67%	40%
QI 13 Staffing levels and qualifications						
(v) a) total volunteers	196	1/21	3	31	196	209
b) total volunteer hours	6,145	2/21	40	1,346	11,939	5,156
QI 14 Operational expenditure						
a) total expenditure per capita	£15,937	3/21	£7,047	£11,915	£17,771	£14,125
b) % on staff,	74%	3/21	44%	63%	75%	46%
% on information resources	9%	17/21	4%	13%	25%	12%
% on equipment and buildings	17%	2/21	0%	4%	20%	19%
% on other operational costs;	0%	21/21	0%	18%	37%	22%
c) capital expenditure per capita	£12,736	2/20	£0	£338	£17,432	£1,059

QI 15 Net cost per visit	£1.24	21/21	£1.24	£1.82	£2.41	£1.50
QI 16 Opening hours#						
(iii) a) % hours unplanned closure of static service points	0.01%	10/21	0.00%	0.02%	1.28%	0.01%
b) % mobile stops / home deliveries missed	0.33%	10/20	0.00%	0.35%	11.24%	0.29%

per Welsh speaking resident population

per 10,000 resident population

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

3 Analysis of performance

The core entitlements and quality indicators can be divided into four key areas. This section of the report outlines performance under these areas, and compares this performance (where applicable) with the final year of the fifth framework (2016-17).

3.1 Meeting customer needs (QI 1-5)

Cardiff has yet to conduct its user surveys, which it is noted are due to be carried out in year two of the framework. Exit surveys of users undertaken throughout the year do already indicate high satisfaction levels of 95%-99%. All static libraries open for 10 hours or more provide a full range of support for individual development, and good support for health and well-being, with Cardiff one of only three authorities providing the full range of identified services and activities across all its service points. Attendance at pre-arranged training sessions has increased significantly on 2016-17, attributed to the targeting of the programme to meet the needs of specific demographics, with attendance per capita now the second highest in Wales. There has however been a drop in the numbers helped by means of informal training, although performance remains above the median level.

3.2 Access and use (QI 6-8)

Cardiff continues to meet the target for easy access to service points, and offers events / activities for users with special requirements at all static libraries. Development of events programming in 2017-18 has seen attendance levels at activities and events rise by over 40%, with performance here now the highest per capita in Wales. Visitor levels have also continued to increase; the Hub delivery model may be a factor here, but figures will also reflect the improved attendance at training sessions and library events / activities. Library membership has gone up, but numbers of active borrowers have fallen slightly, although per capita they remain the highest in Wales. Overall book issues have also decreased over the period, although children's borrowing remains strong, with the service recording the second highest number of children's loans per capita.

3.3 Facilities and services (QI 9-12)

The service still falls short of meeting the requirements in relation to up-to-date reading material, despite an improvement in the number of items acquired. It is noted that the targets here are challenging for the service, given Cardiff's growing population. While there has been a small decrease in the overall book fund, the service continues to invest strongly in children's resources, and in Welsh language materials, with the targets here met. Performance in relation to supply of requests is broadly similar to 2016-17, with the 7-day target met, and the 15-day target missed by a small margin. PC provision has increased in preparation for providing support for Universal Credit, with Cardiff one of the few authorities to report an increase in ICT usage.

3.4 Expertise and capacity (QI 13-16)

Overall staffing levels have risen significantly in 2017-18 following the integration of Hub and Library teams, with all staff now trained to carry out library duties as standard; as a result the total staff per capita target is now met, with service performance the highest in Wales. In contrast, numbers of qualified staff have fallen further, and remain among the lowest in Wales. The service is supporting staff to complete relevant qualifications, with the aim of improving on levels of professionally qualified staff. Qualified leadership is in place, and the service has improved its investment in staff training / development. Volunteer numbers have fallen slightly, with 196 volunteers each contributing around 31 hours to the service (an increase in overall hours). A volunteer mentor has been appointed to improve the quality and scope of volunteering opportunities offered.

Total revenue expenditure has increased in 2017-18, notably with regard to expenditure on staff, reflecting the integration of Hub and Library teams which now share budgets and income streams. Aggregate annual opening hours have increased slightly, and the target here continues to be met, with minimal interruptions to the service.

4 Strategic context

As part of the return authorities are asked to report on how the library service is contributing to wider Welsh Government priorities and strategic goals. Cardiff provides a full narrative outlining the service's contribution under the four key themes of the Taking Wales Forward strategy, and in delivering against the seven Well-being Goals. This includes support for skills development, health and well-being, learning initiatives, and digital inclusion, alongside the development of welsh language, cultural and heritage programmes.

5 Future direction

Reporting on the authority's future direction and plans for the library service over the following year, Cardiff notes the delivery of its Hub strategy, with the creation of co-located services in twelve locations across the southern part of the city. Plans to extend provision through the development of Community Wellbeing Hubs in the north and west are identified as the focus of activity in 2018-19. This will involve consideration of the community demographics, and consultation with residents and partners. The creation of a new library and strategy development team to support the development of the library offer is also noted. Other plans include enhancing training opportunities, offering more staff the opportunity to pursue specialist library NVQ qualifications.

6 Conclusion

Cardiff library service has continued to perform well in this first year of the sixth framework, with the integration of Hub and Library teams supporting improvement in a number of areas. Developments in training provision and event programming have seen significant increases in attendance levels, and the service continues to actively support health and well-being agendas. Staffing remains an area of concern, with numbers of qualified staff among the lowest in Wales, although the service is supporting staff to complete relevant qualifications. The creation of a new library and strategy development team will support the service in shaping the library offer to meet the needs of its communities.



Welsh Public Library Standards 2017 - 18



Sixth Quality Framework 2017 - 2020

- The Framework is an assessment of the performance of Public Library Services in Authorities in Wales
- Supervising tool for Welsh Government to assess the discharge of obligations related to the Public Library Act 1964
- Performance report and assessment of the first year of the sixth framework 2017-20

The Framework measures:-

- 12 Core entitlements (WPLSCE)
 - 16 Quality Indicators (WPLSQI)
- 10 Quality Indicators have specific targets
 - Benchmarking of the remaining indicators against other Authorities is also used as a means of measuring performance



Assessment report feedback

Overall feedback was very good with some areas for improvement

“Cardiff Library Service has continued to perform well... with the integration of Hub and Library Teams supporting improvement in a number of areas”

Cardiff continues to perform strongly in traditional indicators of use

There is acknowledgement of active engagement on digital and health and well-being agendas

Developments in event programming have also seen large increases in attendance at activities & events

Support for health and wellbeing is strong with Cardiff one of the few authorities regularly offering the full range of services

PC provision has increased in preparation for providing support for Universal Credit with Cardiff one of the few authorities to report an increase in usage



Core Entitlements Result

The Core Entitlements enable customers to know what they can expect from their public library service. They cover 4 specific strategic areas as below:-

- Meeting customer needs
- Access and use
- Facilities and Services
- Expertise and Capacity

Cardiff met 11 of the 12 Core Entitlements

The service did not meet the following:-

WPLSCE12 Libraries in Wales will provide access to the library service's strategy, policies, objectives and vision



Targeted Quality Indicators - Result

The quality indicators in the sixth framework build upon the previous framework, and include additional measures covering the outcomes and impact of the library service.

Of the 10 quality indicators which have targets, 7 were achieved in full. 2 were partially achieved and 1 was not met.

- Requests satisfied in 15 days was slightly below target
- Qualified staff per capita was below target, although overall staffing level was above target
- Items acquired and spend were again below target, however as in previous years good practice in procurement is ensuring that the needs of citizens are being met.

When compared with the rest of Wales Cardiff's performance was very good achieving the best performance in 6 categories as shown below:



Quality indicators - Benchmarking

An improved performance was achieved with Cardiff Library Service securing the **highest ranking in Wales** of:

- Visits per capita (1) (2,533,144)
- Virtual visits per capita (1) (798633)
- Active borrowers per capita (1) (82,666)
- Total volunteers (1) (196)
- Total volunteer hours (1) (6,145)
- Net cost per visit (21) (£1.24)



Improvements in benchmarking have been achieved in the following indicators:

- Attendance at events per capita (2) (247,190)
- % of available computer time used by public (3) (56%)
- Total operational expenditure on staff (3) (74%)
- Capital expenditure per capita (2) £12,736



Case Studies

There is a requirement to submit 4 case studies to evidence that the library service has made a positive difference to an individual (or group of individuals). The studies are outlined below:

- *Research, Reflect, Remember – An Intergenerational project to teach primary school children about the first World War.*
- *Volunteer Opportunities – the impact of volunteering on three individuals, enabling them to develop new skills, improving their English, helping them gain in confidence, and supporting employability*
- *Autism Friendly Project – targeted Autism friendly sessions for children and their families*
- *Knit and Natter – the impact of a long running Knit & Natter group on the health and wellbeing of participants; one member enjoys the sense of community, friendship and well-being it provides*

Cardiff received acknowledgement that the case studies met the performance criteria in the Welsh Government's annual assessment report.



Addressing Key Points of Concern

WPLSCE12 “Libraries in Wales will provide access to the library service’s **strategy, policies, objectives and vision**”

The assessment report acknowledges that Cardiff library service delivery is closely aligned with published corporate priorities and strategies however work is now underway to publish a documented library service strategy. This will include:-

Our Vision for Service delivery focusing on the needs of local communities:-

- Engaging with the community to improve levels of health and wellbeing
- Comprehensive stock profiling and resource management
- Increased reading and literacy levels within the City
- Delivering cultural & creative enrichment to citizens
- Children’s literacy & curriculum support
- Digital creativity and improved access to enhance the digital literacy of citizens

*Draft to be completed by Qtr 4 ensuring achievement of this core entitlement.
A plan to deliver improved literacy*



Addressing Key Points of Concern

WPLSQ13 (ii) The total number of staff (FTE) holding recognised qualifications in Librarianship (Target 0.65 per 10,000 population)

The report indicates a level of concern regarding Cardiff's performance in this area.

Current position

7 Staff are currently fully qualified including 3 Chartered Librarians

9 staff currently studying Diploma Level 3 for Libraries, Archives and Information Services through GWRP Llandrillo, Menai, and Cardiff and Vale College

What Next?

24 Senior and Library Hub Officers to undertake the NVQ as mandatory training (Inclusion in training plan).

This plan would ensure achievement of the target (1.01%) however will take some time to deliver, unlikely to meet the target next year.



Addressing Key Points of Concern

WPLSQI8 Library Use

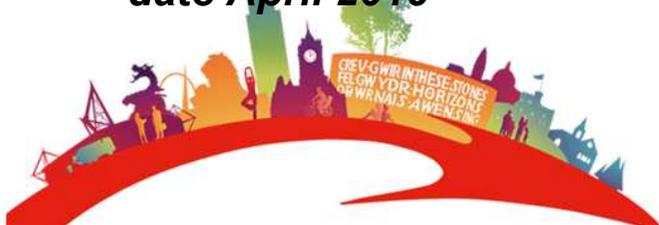
Small decreases have taken place in 2 of the elements of this quality indicator in comparison with 16/17

Library Use	2017/18	2016/17	Difference
a)Visits per capita	7,014	6,751	+263
b)Virtual visits per capita	2,211	2,299	-88
c)Active borrowers per capita	229	235	-6

However Cardiff is still ranked highest in Wales for these indicators

What Next?

Proceed with implementation of new Library management system, delivering improved access including an upgraded catalogue and digital presence thereby re-engaging existing customers as well as developing new virtual audiences. **Go live date April 2019**



Well-being Hubs – Update and Next Steps

- Recruitment to fully implement Community Wellbeing Hub structure has largely been completed: (250k savings target for 2019/20 fully achieved)

Next steps:

- Evaluate mapping and community consultation to tailor services to local community needs focusing on Health & Wellbeing and additional Hub services
- Fully train staff to deliver new services
- Develop joint Health/Community Hub city wide promotional channels to further audience development particularly in relation to wellbeing - thereby achieving maximum impact at local community level
- Progression with 2 Welsh Government Transformation capital grant applications (already in stage 2 of process) to move ahead with building improvements at Whitchurch & Rhydypennau



Appendix 1 - Detailed Data



Quality Indicators with Targets - Met

Indicator	Details	Met	Target	Achieved
WPLSQI3 <i>Support for Individual development, including ICT support, information literacy, reader development and E-government support</i>	All static service points open for 10 hours or more should provide the following: a) Basic support in the use of ICT b) Training to improve literacy, numeracy, information and digital skills. c) Support for users to access local and national e-government resources. d) Reader development programmes for both adults and children	Yes	To meet all sections within indicator	Achieved all Sections
WPLSQI4 <i>Support for health and wellbeing</i>	i) Books on prescription scheme ii) Better with Books iii) Designated health and wellbeing collection iv) Information about healthy lifestyles and behaviours v) Signposting to health and wellbeing resources	Yes	To meet all sections within indicator	Achieved All Sections



Quality Indicators with Targets - Met

Indicator	Details	Met	Target	Achieved	Difference
WPLSQI6 <i>User Attendance at events and activities</i>	b) All static service points offer events/activities for users with special requirements	Yes	To meet section b of the indicator	Target Met	
WPLSQI7 <i>Location of service points</i>	At least 95% of households should be within 2 miles of a static service point	Yes	95%	99%	+4%
WPLSQI10 <i>Welsh Language Resources</i>	Authorities should achieve either a minimum of 4% of the material budget, or, a minimum of £750 per 1,000 welsh speaking population	Yes	4%	6%	+2%



Quality Indicators with Targets - Met

Indicator	Details	Met	Target	Achieved	Difference
WPLSQI11 <i>Online access</i>	I) Authorities should provide a minimum of one device per location giving access to the internet and networked digital content II) Wifi access should be provided to enable users to bring their own laptops and mobile devices	Yes	To meet all sections of indicator	Achieved all sections	
WPLSQI16 <i>Opening hours per capita</i>	Authorities should achieve a level of aggregate staffed opening hours across all service points of no less than 120 hours per annum per 1,000 population	Yes	120 hours	121	+1



Quality Indicators with Targets – Partially met

Indicator	Details	Met	Target	Achieved	Difference
WPLSQI12 <i>Supply of requests</i>	a) A minimum of 64% of requests to be satisfied in 7 days	Yes	64%	66%	+2%
	b) A minimum of 79% of requests to be satisfied within 15 days	No	79%	77%	-2%
WPLSQI13 <i>Staffing levels and qualifications</i>	a) Staff per capita	Yes	3.6 FTE	4.37 FTE	+0.77 FTE
	b) Qualified staff per capita	No	0.65 FTE	0.3 FTE	-0.35FTE
	c) Head of service qualification	Yes	Qualified Librarian	Qualified Chartered Librarian	
	d) CPD percentage	Yes	1% of aggregate staffing hours	1.6%	+0.6



Quality Indicator with Targets - Not met

Only one Quality Indicator has not been fully met:-

Indicator	Details	Met	Target	Achieved	Difference
WPLSQI9 <i>Up-to-date and appropriate reading material</i>	a) Minimum of 243 items acquired per 1,000 resident population or	No	243	180	-63%
	b) A minimum spend of £2,180 per 1,000 resident population	No	£787,346	£531,077	£-256,269



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