

**QUARTER 2 2017-18 DIRECTORATE PERFORMANCE REPORT**

**Directorate: Economic Development**      **Director: Neil Hanratty**      **Number of Employees (FTE): 940**      **Cabinet Member: Cllrs Goodway, Michael, Weaver**

**Strategic Directorate Priority 1 – Attract more and better jobs**

| Measures                | Supporting Information  | Q2 2017-18 Result                          | Year End 2017-18 Target | Q2 2016-17 Result   | Q1 2017-18 Result | 2016-17 Result | Quarter 2 position against the Headline Actions in the DDP (7) | Red - 0  | Red/Amber -1 | Amber/Green - 0 | Green - 6 |
|-------------------------|---|--|-------------------------|---------------------|-------------------|----------------|--|--|--------------|-----------------|-----------|
|                         |   |  |                         |                     |                   |                |  |  |              |                 |           |
| Wellbeing objective 3.1 | New and safeguarded jobs in businesses supported by the Council, financially or otherwise | 'SENTA' CRM database                       | 3,861                   | 500                 | 229               | 214            | 1,290  | <p><b>(1) Jobs Growth / Inward Investment (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>During quarter 2 the team have supported businesses to secure 327 new jobs and safeguarded 3,534 jobs in the city. This boost in figures is mainly due to the HMRC new regional hub in Central Square.</li> </ul> <p><b>(2) City Deal (CP): (Red/ Amber)</b></p> <ul style="list-style-type: none"> <li>Business Plan – A business plan is being drafted by the Regional Programme Management Office. This plan will need to be approved by all ten participating Councils in order for the local government contributions to be unlocked and for City Deal funding to be released.</li> </ul> <p><b>(3) Creative Industries Sector (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>Digital Quarter – Expressions of interest have been received to develop and improve the digital infrastructure at the Digital Quarter based on the High Street, Cardiff.</li> <li>Tram Shed 2 – Planning application submitted.</li> <li>Bafta Cymru Awards – secured sponsorship for the event which will be streamed to the USA.</li> <li>Chapter – Proposals to expand the property are currently being discussed with the Council.</li> </ul> <p><b>(4) Business Improvement District (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>The BID Board has agreed to allocate funding to support the Night time Economy and are considering a proposal to take responsibility for the taxi marshal service.</li> <li>Funding has been agreed for additional street cleaning and horticultural street scene.</li> <li>The BID have also agreed participate in the work to address the growing issue of homelessness in the city.</li> </ul> <p><b>(5) International Strategy (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>A Green Paper on the future economic vision will be released at the end of October.</li> </ul> <p><b>(6) Creative Cardiff Initiative (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>The Arts and Humanities Research Council's (AHRC) recently launched the Creative Industries Clusters Programme, a major new project designed to create a step-change in collaboration between the country's internationally-renowned creative industries and universities across the UK.</li> <li>AHRC has secured £80m from UK Government to help promote economic growth and provide the skills needed for the jobs of the future. The programme, which starts in 2018, will find innovative ways to identify opportunities for new investments in <i>Creative SME's</i>, enhancing services at an early stage and get them on the road to success. Cardiff Council will work with Cardiff University and partners on preparing a bid to secure a minimum £8m investment for a <i>Cardiff Creative Cluster</i>.</li> <li>Cardiff Council will align the 'Cardiff Cultural Partnership' with the Arts Council of Wales 'Creative Learning in schools programme', linking this up with wider cultural developments in the city, with the aim of leading on skilling up a creative workforce in Cardiff.</li> <li>The Council will work with partners and global leading specialists 'Sound Diplomacy' to develop a music strategy for Cardiff with a special focus on Womanby Street, working with Welsh Government to designate it as an area of cultural significance.</li> </ul> <p><b>(7) Work with partners to deliver the Cardiff Commitment: (Green)</b></p> <ul style="list-style-type: none"> <li>The Council has engaged with over 140 employers and 74 have committed to the initiative so far. Since June the team have attended 8 employer events including the Open Your Eyes week where 27 employers provided mentoring on emerging jobs in the area. 6 employer engagement events are planned for Q3. The team will continue to work with City Region partners to expand the Cardiff Commitment.</li> </ul> |              |                 |           |
|                         | The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (cumulative)       | Counted from start of construction         | 96,000 (cumulative)     | 150,000             | 161,118           | 96,000         | 317,732  |  |              |                 |           |
|                         | Gross Value Added per capita (compared to UK average)                                     | Cardiff & Vale of Glamorgan compared to UK | Annual                  | Above Welsh Average | Annual            | Annual         | 89.9% (result for 2015)  |  |              |                 |           |
|                         | Unemployment (compared to Welsh average)  | Cardiff compared to Wales                  | Annual                  | Above Welsh Average | Annual            | Annual         | 4.8% (result for Jan-Dec 2016)                                 |  |              |                 |           |
|                         |   |  |                         |                     |                   |                |  |  |              |                 |           |

**Strategic Directorate Priority 2 – Attract more visitors that stay longer**

| Measures                       | Supporting Information                           | Q2 2017-18 Result                   | 2017-18 Target                                   | Q2 2016-17 Result | Q1 2017-18 Result | 2016-17 Result      | Quarter 2 position against the Headline Actions in the DDP (6) | Red - 0            | Red/Amber - 0   | Amber/Green - 1 | Green - 5 |
|--------------------------------|--|-------------------------------------|--|-------------------|-------------------|---------------------|--|--------------------|---|-----------------|-----------|
|                                |  | Increase number of staying visitors | Results published by STEAM for the calendar year | Annual            | +2%               | Annual              | Annual   | +1.1%<br>2,025,000 | <p><b>(1) Tourism Strategy (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>Strategy - The Cardiff Tourism Strategy &amp; Action Plan 2015-2020 is currently being refreshed and is expected in quarter 3.</li> <li>Marketing – The team has secured a number of high profile business events from the Corporate, Agency and Association sector, including; the Political Studies Association International conference at City Hall, UKInbound for 240 travel industry delegates and Soroptimist International Great Britain and Ireland at WMC. In addition, the team continues to provide marketing support to major event holders, promoting Cardiff as the host destination of various events.</li> <li>Visit and Meet Web platforms – InvestinCardiff.com platform is currently being updated.</li> <li>Network Memberships - 150 Visit Cardiff Network Members who all pay a fee to be featured in and included in the various destination Cardiff marketing campaigns and activity via traditional, digital and social media effort.</li> </ul> <p><b>(2) Deliver the Capital’s key event commitments: (Green)</b></p> <ul style="list-style-type: none"> <li>Following consultation with cultural community the decision was taken not to submit a European Capital of Culture Bid. Alternative opportunities that better serve the wider Cardiff – City Region agenda are being considered.</li> <li>In the second quarter over 14 key events have been successfully delivered and/or facilitated. These included Tafwyl, Velothon, International Food &amp; Drink Festival, Speedway, Cardiff Bay Beach, HSBC Bike Ride, Extreme Sailing Series, Harbour Festival, Cardiff Pride Big Weekend, Kidney Wales 10k, Commonwealth Games Queens Baton Relay, OVO Tour of Britain, Snowdogs and Inside Out Festival.</li> <li>Work continues on the preparation for the delivery of the Volvo Ocean Race and Eisteddfod 2018.</li> <li>Working with our multi-agency partners, consideration is currently being given to Cardiff’s opportunity to become one of the host cities for the UEFA European Championships in 2020 with a decision scheduled for December.</li> <li>Work is progressing on the development of a signature event for Cardiff in consultation with cultural, arts and creative sectors.</li> </ul> <p><b>(3) Champions League Event: (Green)</b></p> <ul style="list-style-type: none"> <li>Event successfully delivered in Q1.</li> </ul> <p><b>(4) New tourism attraction at Cardiff Castle: (Amber/Green)</b></p> <ul style="list-style-type: none"> <li>Black Tower Tales and a new Dr Who attraction – two new visitor attractions are being developed to enhance the tourism offer in the city. Partnership opportunities including operating options are being to deliver the attractions.</li> </ul> <p><b>(5) Modernise the Arts Venues: (Green)</b></p> <ul style="list-style-type: none"> <li>Advice received on a Charitable Trust approach. Further investigations will be undertaken in Q3.</li> <li>The Arts Venues staff restructure is underway</li> <li>New Theatre refurbishment works have been completed – new roof and escalators installed.</li> </ul> <p><b>(6) The Cardiff Collection: (Green)</b></p> <ul style="list-style-type: none"> <li>A review of the commercial catering retail offer is underway. A new initiative to encourage young people to participate in catering apprenticeships has opened up at the Castle and will be offered at County Hall, subject to funding.</li> </ul> |                 |           |
| Increase total visitor numbers | Results published by STEAM for the calendar year | Annual                              | +3%  | Annual            | Annual            | -0.7%<br>20,380,000 |  |                    |   |                 |           |

Wellbeing objective 3.1

**Strategic Directorate Priority 3 – Continue the regeneration of the city centre and Cardiff Bay**

| Measures                | Supporting Information | Q2 2017-18 Result | 2017-18 Target | Q2 2016-17 Result | Q1 2017-18 Result | 2016-17 Result | Quarter 2 position against the Headline Actions in the DDP (4)  | Red - 0 | Red/Amber - 0 | Amber/Green – 1 | Green – 3 |
|-------------------------|------------------------|-------------------|----------------|-------------------|-------------------|----------------|---|---------|---------------|-----------------|-----------|
|                         |                        |                   |                |                   |                   |                |   |         |               |                 |           |
| Wellbeing objective 3.1 | N/A                    | N/A               | N/A            | N/A               | N/A               | N/A            | <p><b>(1) Facilitate delivery of the Central Square regeneration scheme: (Amber/Green)</b></p> <ul style="list-style-type: none"> <li>Transport Interchange - Following a recent Cabinet decision the Council is currently working with the developer to agree a viable proposition for delivery of the Transport Interchange.</li> <li>Government Property Unit - The developer has secured the Government Property Unit to take office space on site.</li> <li>Delivery of public realm is underway. Finalisation of contract is on hold pending an agreed accessibility position.</li> </ul> <p><b>(2) Indoor Arena (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>The Council has commissioned an Outline Business Case.</li> <li>A site selection exercise will be undertaken before Christmas to determine the preferred location.</li> </ul> <p><b>(3) International Sports Village (ISV) – phase 2 (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>The Council is negotiating a plan to deliver ISV Phase 2 with the developer and it is anticipating receipt of Heads of Terms in Q3.</li> </ul> <p><b>(4) City Hall (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>An options appraisal is currently being undertaken to go to Cabinet in due course.</li> </ul> |         |               |                 |           |





**Strategic Directorate Priority 4 – Commercialise key Council services to increase gross income**

| Measures                | Supporting Information   | Q2 2017-18 Result | 2017-18 Target | Q2 2016-17 Result    | Q1 2017-18 Result | 2016-17 Result | Quarter 2 position against the Headline Actions in the DDP (6)   | Red - 0 | Red/Amber - 0 | Amber/Green – 2 | Green – 4 |
|-------------------------|--|-------------------|----------------|----------------------|-------------------|----------------|--|---------|---------------|-----------------|-----------|
|                         |  |                   |                |                      |                   |                |  |         |               |                 |           |
| Wellbeing objective 4.3 | Commercial and Collaboration gross income target achieved (£) (CP) | Annual            | £459,000       | n/a                  | Annual            | n/a            | <p><b>(1) Achieve Commercial Growth (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>An improved SLA has been sent to all schools in Cardiff offering a range of Council provided services including: full arrangements for statutory obligations and cyclical maintenance, building services, cleaning services, key holding and security services, relief caretaker services and courier 'blue bag' service.</li> </ul> <p><b>(2) Increase Customer Satisfaction: (Green)</b></p> <ul style="list-style-type: none"> <li>The overall commercial customer base is increasing.</li> <li>A gauge to measure customer satisfaction has been developed to establish a base line by the end of the year. A customer satisfaction questionnaire has been sent out by Waste and this will be followed by other areas of the Service.</li> </ul> <p><b>(3) Operational Performance: (Green)</b></p> <ul style="list-style-type: none"> <li>The procurement of a new Building Maintenance Framework is underway.</li> <li>Tranman Fleet Management IT system implemented in CTS – this will assist in improving service delivery and achieving revenue growth.</li> <li>A new structure for CTS which will deliver a revenue generating approach to service delivery has been agreed.</li> <li>Commercial Waste – Implementation of new technology (Power Sweep and White Space) on waste collection vehicles and in the back office is reducing waste contamination at the point of collection and fewer rejects are being reported. An end of year evaluation will be undertaken to understand the impact on recycling rates.</li> </ul> <p><b>(4) Corporate Landlord Model: (Amber/Green)</b></p> <ul style="list-style-type: none"> <li>A programme of school audits has been completed to understand the overall Statutory Building Equipment maintenance compliance of each school and the audit findings are now being entered onto the RAMIS (H&amp;S risk management tool) to prioritise future planned and preventative maintenance visits.</li> <li>Non-Schools operational estate health and safety audits will commence in Q3.</li> <li>RAMIS software training is ongoing and planned to roll out to schools in Q4.</li> </ul> |         |               |                 |           |
|                         | % Customers Satisfied with the Service (CP)                        | Survey responses  | Annual         | Establish a baseline | n/a               | Annual         |  | n/a     |               |                 |           |



**Strategic Directorate Priority 6 – Continue to modernise the Council's estate**

| Wellbeing objective 4.3 | Measures   | Supporting Information                             | Q2 2017-18 Result | 2017-18 Target | Q2 2016-17 Result | Q1 2017-18 Result | 2016-17 Result    | Quarter 2 position against the Headline Actions in the DDP (3)  | Red - 0 | Red/Amber - 0 | Amber/Green - 0 | Green - 3 |
|-------------------------|--|--|-------------------|----------------|-------------------|-------------------|-------------------|---|---------|---------------|-----------------|-----------|
|                         | Reduce the gross internal area (GIA) of buildings in operational use | GIA data extracted from Property Management System | 0.1% / 6,426      | CP: 1%         | 0.90%             | 0.1 / 8,665       | 7.9% / 617,593    | <p><b>(1) Property Strategy (CP): (Green)</b></p> <ul style="list-style-type: none"> <li>The Council is on track to meet the targets in the 5 year Property Strategy.</li> <li>The Corporate Asset Management Plan (CAMP) for 2017/18 will be published in Q3.</li> <li>The Corporate Landlord project is now embedded across all services of the Council.</li> </ul> <p><b>(2) Asset Management Software: (Green)</b></p> <ul style="list-style-type: none"> <li>A business case will be presented to Investment Review Board at the end of Q3.</li> </ul> <p><b>(3) Investment Estate Strategy: (Green)</b></p> <ul style="list-style-type: none"> <li>The Investment Board has been established and undertakes regular monitoring of estate activity.</li> </ul> |         |               |                 |           |
|                         | Reduce the total running cost of occupied operational buildings      | Operational Master Schedule                        | 0.1% / £27,942    | CP:2.8%        | 2.2%              | 0.2% / £65,246    | 9.2% / £3,322,009 |   |         |               |                 |           |
|                         | Reduce the maintenance backlog                                       | Operational Master Schedule                        | £108,135          | CP: £1.3m      | £3,054,000        | £78,525           | 8.6% / £8,892,951 |   |         |               |                 |           |
|                         | Capital Income generated (cumulative)                                | Operational Master Schedule                        | £80,000           | £7.3m          | Annual            | £80,000           | £6,019,500        |   |         |               |                 |           |

| Area  | Good news   | Challenges / next steps   |
|---|---|---|
|  <p><b>CUSTOMERS</b></p>                  | <p><b>Commercial Waste:</b></p> <ul style="list-style-type: none"> <li>We have increased our customer base.</li> <li>We have received a good response to our new Commercial Waste customer survey issued in Q1. The survey closes at the end of September and results will be evaluated in October.</li> </ul> <p><b>Household Waste Recycling Centres:</b></p> <ul style="list-style-type: none"> <li>Good feedback received from customers regarding the new larger HWRC at Lamby Way.</li> </ul> <p><b>CTS:</b> The number of MOTs completed has increased. Feedback is positive.</p> <p><b>TFM:</b> Improved collaborative work and engagement with customers. There has been a positive feedback from schools signing up to the new SLA.</p> <p><b>Cultural Venues:</b></p> <ul style="list-style-type: none"> <li>Castle – 169,817 people have visited Cardiff Castle since April, against a target of 156,619 visitors.</li> <li>New Theatre / St David’s Hall – 153,376 tickets have been sold this financial year against a target of 153,312.</li> </ul> <p><b>Corporate Landlord Model:</b> The Corporate Landlord Model arrangements and communication plans are progressing.</p> | <p><b>Waste Collections:</b></p> <ul style="list-style-type: none"> <li>Incab technologies has been procured for domestic collections and implementation of the new kit is currently underway. This technology will reduce the number of missed collections so improving the customer experience and reducing repeat failure demand.</li> </ul> <p><b>Household Waste Recycling Centres:</b> Wedal Road HWRC continues to experience noise and traffic congestion issues.</p> <p><b>TFM:</b></p> <ul style="list-style-type: none"> <li>New Cleaning Service – decline in demand from schools requiring the provision of cleaning services.</li> <li>Building Services and Security has worked with partners across the Council and developed a new approach to the management of the County Hall staff car park which will be implemented in quarter three. The new approach will improve the working environment and reduce ‘idle’ times.</li> </ul>  |
|  <p><b>FINANCIAL</b></p>                  | <p><b>Savings:</b></p> <ul style="list-style-type: none"> <li>The total savings Economic Development had to find in 2017/18 at Month 5 is £1,318,000. Of this we have found £1,097,000 (83%). Leaving an unachieved amount of:-£221,000 (17%).</li> <li>The total savings Commercial Services had to find in 2017/18 at Month 4 is £942,000. Of this we have found £838,000 (89%). Leaving an unachieved amount of £104,000 (11%).</li> </ul> <p><b>Cultural Venues:</b></p> <ul style="list-style-type: none"> <li>Castle – £2,253,839 of income has been raised at the Castle against a target of £2,021,520. It has also had an increase of 13,198 new attendances. In addition to admission fees, this has been achieved mainly through relaxed access arrangements, spend on Welsh Banquets, tours, retail and catering.</li> <li>New Theatre / St David’s Hall – The total amount of retained income for the two venues is £681,543, this is 3.7% better than the target set for April to August.</li> </ul>  | <p><b>In Year Spend:</b></p> <ul style="list-style-type: none"> <li>The service is currently projecting an overspend in month 6 of circa £350k which largely relates to unexpected costs associated with the Old Library, ongoing costs associated with the taxi marshalling service and accounting alignments associated with St David’s Hall/New Theatre and Major Projects.</li> </ul> <p><b>Recycling Waste Management:</b></p> <ul style="list-style-type: none"> <li>The MRF budget deficit position continues to be high risk caused by several factors: <ul style="list-style-type: none"> <li>an increase in the amount of waste being processed due to a positive demographic growth in the city;</li> <li>increased costs to process some recycling materials, such as glass, due to weak markets;</li> <li>reducing income from global recycling markets and pending market price shifts in global recycling capacity for paper and plastics in China.</li> </ul> </li> </ul> <p><b>CTS:</b> Current budget insufficient to replace fleet of vehicles.</p> <p><b>TFM:</b> Building Revenue Budgets – management of sufficiency of budgets will be taken forward under the Corporate Landlord Model.</p> |
|  <p><b>INTERNAL PROCESSES</b></p>        | <p><b>Digitisation:</b></p> <ul style="list-style-type: none"> <li>RAMIS –Software purchased and installed.</li> <li>TRANMAN - Software purchased and installed.</li> <li>Incab – system procured and units fitted into the vehicles.</li> <li>Taco master – new system implementation to improve driver compliance and control.</li> <li>Asset Management Software – business case to be considered at the Investment Review Board in quarter 3.</li> </ul>  | <p><b>Digitisation:</b></p> <ul style="list-style-type: none"> <li>RAMIS –roll system out to customers and schools in quarters 3 and 4.</li> <li>TRANMAN – Resolve snagging with developer and roll system out to customers and schools in quarters 3 and 4.</li> <li>Incab – building the back office systems, integration and work force training planned for quarter 3.</li> <li>Asset Management Software – budget needed for property software.</li> </ul>   |
|  <p><b>EMPLOYEE &amp; WORKFORCE</b></p> | <p><b>Strategic Estates</b> – completed restructure of the team to deliver CAMP targets.</p> <p><b>Tourism</b> – commenced implementation of a new re-structure.</p> <p><b>Commercial Services Structures:</b></p> <ul style="list-style-type: none"> <li>CTS restructure – consultation nearing completion.</li> <li>Building Services restructure – consultation underway.</li> <li>Customer Account Manager Model – recruitment commenced for 3 Customer Liaison Officers.</li> </ul> <p><b>Workforce Planning:</b> The new Council Workforce Planning pilots have been completed in Cleaning, Building Support, Building Maintenance and Pest Control.</p> <p><b>Occupational Road Risk Working Group:</b> Working group set up to improve Council management of risks related to work related driving.</p> <p><b>Employee Survey:</b> Following consultation with staff Employee Survey Next Steps action plans have now been agreed and are being progressed.</p>   | <p><b>Tourism</b> – establish new structure.</p> <p><b>Commercial Services Structures:</b></p> <ul style="list-style-type: none"> <li>CTS restructure – implementation of structure.</li> <li>Building Services restructure – complete consultation and implement.</li> <li>Corporate Landlord Model – develop financial and resource structures.</li> <li>Recycling Waste Management – feeding in the directorate changes / corporate restructures to staff.</li> </ul> <p><b>Occupational Road Risk Working Group:</b> Sub Group set up to develop draft policy in quarter 3.</p> <p><b>Employee Survey:</b> Implement agreed Employee Survey Next Steps action plans. A new approach to the management of the County Hall staff car park will be implemented in quarter three. This will improve the work environment and staff time management.</p>   |