
**QUARTER FOUR PERFORMANCE 2014-15:
SPORT, LEISURE & CULTURE**

Purpose of report

1. The Economy and Culture Scrutiny Committee is responsible for scrutinising performance, thereby facilitating challenge and public discussion which should help to drive improvement of the services that fall within this Committee's Terms of Reference.

Background to Performance Report

2. The Economy and Culture Scrutiny Committee considered an item on achievement of agreed budget savings at its meeting on 6 March 2104. At the Way Forward, Members recognised the importance of considering the service and financial performance of the Directorates reporting through the Committee's terms of reference, and agreed to consider performance as a recurring item through the 2014/15 work programme.
3. The Quarter 4 Performance Reports attached as appendices provide the Committee with information about the context that these services are operating in, performance information, and the management actions that are being taken to address performance issues.
4. Performance reports for Quarter Four have been through 'Star Chamber' sessions where Cabinet Members and Directors will have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report.

5. **Appendix 1** (found as Appendix 1 of Item 4) provides a Corporate Overview of performance, which allows the performance of the Sport, Leisure & Culture Directorate to be compared with other Directorates in areas such as:

- Complaints and Member Inquiries;
- Staff and Agency Costs;
- Sickness Absence;
- Compliance with PPDR targets;
- Freedom of Information requests.

6. The following figures are of note in relation to the Sport, Leisure and Culture Directorate:

- 66% of Member Enquiries responded to on time (up from 52.5% in Q3);
- Comparatively high levels of sickness absence, with 13.94 FTE days lost per person. Above its target of 12.1 FTE days, and the Council wide outturn figure of 10.11 FTE days;
- 85.6% completion of PPDR reviews (up from 80.9% in Q3).

7. **Appendix 2** details the individual performance of the Sport, Leisure & Culture Directorate. The following are highlights in relation to the performance of this Directorate:

Progress on Challenges Identified Quarter 3 - 2014/15

- Meeting Leisure Centre income generation targets; The delayed closure of Eastern Leisure Centre has impacted on projected year end position.
- Achieving £300k saving on new management operator for arts venues – saving was not achieved due to procurement timescales and will be carried forward to 15/16.

8. Quarter 3 Service Delivery – Budget Position

Financial information has not been included in the Quarter Four Corporate Performance Report as the accounts for the end of year are to be finalised in time for the deadline of the end of May.

9. **Quarter 4 Service Delivery – Directorate Delivery Plan:**

The Quarter 4 report indicates that all Corporate Plan actions planned have been substantially achieved with the exception of SL&C4 (which falls under the terms of reference of the Children & Young People Scrutiny Committee). The information in **Appendix 2** outlines that a number of commitments will be continued into 2015/16.

10. Thirteen of the Key Performance Indicators for this Directorate are **Green** at Q4. The information given shows that income has increased for City Hall, the Castle, St Davids Hall, New Theatre and the Harbour Authority in comparison to the 13/14 figures.

11. The following performance indicators were rated as Amber for Quarter 4, and comments are included to explain why the 14/15 target has not been met (where data is available);

- Number of Individuals Participating In Parks Outdoor Sport

14/15 Result	196,115
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14/15 Target	245,000
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Ten weekend cancellations due to wet weather over year equates to approximately 45,000 participatory opportunities.

- Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities

14/15 Result	39,130
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14/15 Target	53,830
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Staff vacancies which existed prior to transfer of the Sports Development team to Cardiff Met have impacted on provision. The 15/16 position should improve reflecting the new Neighbourhood Management structure in place.

- Percentage of Sports Fixtures Cancelled or Postponed

14/15 Result	33%
14/15 Target	25%

Impact of wet weather resulting in ten weekend cancellations of fixtures.

- Visits / Attendances At Sports And Leisure Centres

14/15 Result	2,102,249
14/15 Target	2,297,591

Impact of ten week closure of Pentwyn Pool for repairs and increased competition from budget gyms.

- Number of Live Active Cards

14/15 Result	11,786
14/15 Target	13,385

Impact on sales resulting from the closure of Eastern Leisure Centre and increased completion from budget gyms.

12. The following challenges have been identified at Q4:

- Achieving the financial targets for alternative delivery on Leisure Centres and Arts Venues.
- Increase income across the portfolio to mitigate against future savings requirements.

The action given to address this challenge is – management actions and mitigations being implemented and further explored.

13. The following risks and mitigating actions have been identified at Quarter 4:

Risk - Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.

Mitigating Action - Sound control by project board and team to drive procurement but ultimately dependent on procurement timetable and content of bids.

Risk - Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.

Mitigating Action - Seeking savings across all areas on discretionary spend unrelated to health and safety and income generation; and focussing on cost control and generating new and enhanced revenue streams.

Way Forward

14. At the meeting, Councillor Peter Bradbury (Cabinet Member for Community Development, Co-operatives and Social Enterprise) and Councillor Bob Derbyshire (Cabinet Member for the Environment) will attend Committee with Chris Hespe (Director – Sport, Leisure and Culture) to answer questions that Members might have.
15. Members may also wish to consider the way that future quarterly scrutiny of performance might be arranged, and to identify any issues which require more detailed scrutiny in the coming year.

Legal Implications

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

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

Financial Implications

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

Recommendation

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the Cabinet.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

8 May 2015