

QUARTER 4 2017-18 DIRECTORATE PERFORMANCE REPORT

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

Strategic Directorate Priority 1 – Attract more and better jobs

Wellbeing objective 3.1	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (7)	Red - 0	Red/ Amber - 0	Amber/ Green - 0	Green - 7
	New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative)	'SENTA' CRM database	4,904	500	1,290	4,518	1,290	Jobs Growth / Inward Investment (CP): (Green) <ul style="list-style-type: none"> The Council helped to create / safeguard 4,904 jobs by the end of Q4, this can be broken down into 1,261 jobs created and 3,643 safeguarded. Commitment for Metro Central will unlock further investment opportunities. City Deal (CP): (Green) <ul style="list-style-type: none"> The City Deal Business Plan was approved by Joint Committee and agreed by all 10 participating Councils in March. Creative Industries Sector (CP): (Green) <ul style="list-style-type: none"> Channel 4 announced they are looking to locate a digital facility in 3 new regional creative hubs outside London. Cardiff presented a bid to secure one of the new creative hubs. Business Improvement District (CP): (Green) <ul style="list-style-type: none"> The Business Improvement District has taken on board Taxi Marshalls for the city centre and extended other contracts with Cardiff Council. A new campaign to assist Homelessness will be promoted shortly. J International Strategy (CP): (Green) <ul style="list-style-type: none"> Positive response from local businesses on the Green Paper. Consultation period ends March 2018. Creative Cardiff Initiative (CP): (Green) <ul style="list-style-type: none"> Proposals for a Creative Cluster in the city have successfully passed the Arts and Humanities Research Council's (AHRC) stage 1 assessments and will go through to the next round. The Bid second stage application has re-focused on the 'Screen' based Audio- Visual Creative Industries sector in Cardiff/Region. Sound Diplomacy are three months into a comprehensive assessment of the music ecology in Cardiff. The aim is to announce the music vision for Cardiff in April and work is underway to set up a Cardiff Music Board. Work with partners to deliver the Cardiff Commitment: (Green) <ul style="list-style-type: none"> The Council has helped form partnerships between schools and employers, work experience opportunities, mock interviews, employer engagement at careers fayres and business site visits. Examples of partnerships are, Santander & Ysgol Plasmawr, Bad Wolf Productions & Willows High School, and IQE & Whitchurch High School We have successfully extended the Open Your Eyes Careers Week to the Cardiff West Community High School and it's cluster, engaging employers from a range of sectors with primary schools in Ely and Caerau. Focusing employer engagement on schools within the Southern Arc of Cardiff is a strategic priority for the initiative. The Council is working with Digital Profile to roll out an employer engagement online platform with all schools in Cardiff and to all employers engaged with the Cardiff Commitment. 				
	The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (cumulative)	Counted from start of construction	366,000	150,000	317,732	366,000	317,732					
	Gross Value Added per capita (compared to UK average)	Cardiff & Vale of Glamorgan compared to UK	93.4 (2016)	Above Welsh Average (73)	91.4 (2015)	Annual	91.4 (2015)					
	Unemployment (compared to Welsh average)	Cardiff compared to Wales	6.5	Below Welsh Average (5.0)	4.8 (result for Jan-Dec 2016)	Annual	4.8% (result for Jan-Dec 2016)					
	Percentage of Council workshops let		92.10%	90%	94.20%	91.40%	92.6%					

Strategic Directorate Priority 2 – Attract more visitors that stay longer

Wellbeing objective 3.1	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (6)	Red - 0	Red/ Amber - 0	Amber/ Green - 0	Green - 6
	Increase number of staying visitors	Results published by STEAM for the calendar year	1.8% 2,062,000	+2%	+1.1% 2,025,000	Annual	+1.1% 2,025,000	Tourism Strategy (CP): (Green) <ul style="list-style-type: none"> Cardiff Council and the Cardiff Hoteliers Association have agreed to share funding for a combined exhibition at the largest international business and travel trade events during 2018/19 including, IBTM (Barcelona), IMEX (Frankfurt) and M&I (Dubrovnik). These are the largest business events exhibitions in the world to meet new contacts, network, 				

Increase total visitor numbers	Results published by STEAM for the calendar year	7.9% 21,980,000	+3%	-0.7% 20,380,000	Annual	-0.7% 20,380,000	attract investment and market the city.
City Centre Footfall (cumulative)		43 million	42 million	43.5 million	33.8 million	43.5 million	Deliver the Capital's key event commitments: (Green)
Cardiff Castle Total Income (cumulative)		£4,048,651	£3,800,000	£3,436,401	£3,421,648	£3,436,401	<ul style="list-style-type: none"> Volvo Ocean Race – Detailed plans are in place for all aspects of event delivery and to meet the requirements of the Host Venue Agreement / achieve targets as set out in the agreement with Welsh Government. Eisteddfod 2018 – meetings are progressing with Planning. Homeless World Cup – Cardiff is in negotiations to host the event production which will raise homelessness awareness.
Paid Attendances at Cardiff Castle (cumulative)		315,618	310,000	300,439	264,469	300,439	Champions League Event: (Green)
Total Income for City Hall (cumulative)		£954,914	£865,000	£890,430	£744,597	£890,430	<ul style="list-style-type: none"> Event successfully delivered in Q1.
Retained Income for St David's Hall and New Theatre (cumulative)		£1,870,176	£1,771,392	£1,684,914	£1,178,820	£1,684,914	New tourism attraction at Cardiff Castle: (Green)
Number of Paid Attendances at St David's Hall and New Theatre (cumulative)	1.3% variance from target	423,414	429,099	418,626	274,934	418,626	<ul style="list-style-type: none"> Black Tower Tales and a new Dr Who attraction – A business plan is being developed outlining delivery of a new family attraction as a joint venture. Meetings are progressing and it is anticipated that the attractions will go live shortly.
							Modernise the Arts Venues: (Green)
							<ul style="list-style-type: none"> St David's Hall – proposals to modernise the venue are being developed. Funding applications being examined. New Theatre – Discussions underway with Facilities Management regarding current capital investment requirements.
							The Cardiff Collection: (Green)
							<ul style="list-style-type: none"> Reviewing the commercial catering offer at the Norwegian Church. Progressing a restructure of the Marketing and Tourism Team.

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

Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)			
							Red - 0	Red/ Amber - 0	Amber/ Green - 0	Green - 4
N/A	N/A	N/A	N/A	N/A	N/A	N/A				
Wellbeing objective 3.1							Facilitate delivery of the Central Square regeneration scheme: (Green)			
							<ul style="list-style-type: none"> Bus Station site sold to WG at the end of March. Final negotiations are ongoing for the creation of an SPV to deliver the new bus station and the wider Metro Central project with WG, the developer and Network Rail. The Council is now close to agreement on accessibility provision which will allow contracts for the delivery of a public realm to be signed. Work has commenced and is being delivered to the development programme. 			
							Indoor Arena (CP): (Green)			
							<ul style="list-style-type: none"> A report on the preferred location has been presented to Cabinet. Discussion on-going regarding the acquisition of the preferred site. 			
							International Sports Village (ISV) – Phase 2 (CP): (Green)			
							<ul style="list-style-type: none"> Discussions and correspondence on-going regarding Phase 2 of the scheme. 			
							City Hall (CP): (Green)			
							<ul style="list-style-type: none"> Proposals for commercial use of the building to off-set the maintenance backlog are being developed and will be presented to Cabinet in Q2, 2018/19. 			

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


Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (6)			
							Red - 0	Red/ Amber - 0	Amber/ Green - 3	Green - 2
Commercial and Collaboration gross income	New income achieved	325,880 (provisional)	£459,000	n/a	Annual	n/a				
							Achieve Commercial Growth (CP): (Amber /Green)			




target achieved (£) (CP)	(gross)							
% Customers Satisfied with the Service (CP)	Survey responses Commercial Waste: 90% Building Services: 86% Cleaning & Support: 83.8% (overall average score of 4.27 out of 5 /83.8% satisfied or above)	90% baseline established	Establish a baseline	n/a	Annual	n/a		<ul style="list-style-type: none"> The implementation of commercial improvement plans in Building Services and Cleaning are ongoing. Commercial improvement plans are also being developed for the Security and Pest Control Services. At the end of the year we anticipate savings targets to be exceeded in Pest Control and School Caretaking. The shortfall in Security Services is being mitigated by an over performance in Cleaning net income.) <p>Increase Customer Satisfaction (Green)</p> <ul style="list-style-type: none"> An online customer satisfaction questionnaire has been launched for CTS and Total FM Services and results are expected during quarter 1. Customer surveys undertaken during the year show Building Services achieved 86% customer satisfaction and Cleaning and Support 83.8%. Customers using the Commercial Waste Service returned a 90% satisfaction response. <p>Operational Performance: (Amber / Green)</p> <ul style="list-style-type: none"> The procurement strategy for the new Non-Domestic Building Maintenance Framework has been agreed. Procurement is scheduled to commence early in 2018. A new structure for Building Services has been prepared. Staff consultation was completed in January 2018 with implementation commencing in March 2018. The procurement of new technology to digitise property asset data and mobile scheduling services within the Corporate Landlord model has commenced. Phase 1 of the TRANMAN FMIT system has been implemented. ‘Teething’ issues have limited the functionality of the system. These issues are being bottomed out at the end of quarter 4. Phase 2, customer portals and vehicle hire portal, will be implemented in quarter 1 of 2018/19. <p>Corporate Landlord Model: (Green)</p> <ul style="list-style-type: none"> Cabinet is scheduled to consider a report on the proposed Corporate Landlord operating model shortly. <p>Customer Account Manager Model: (Green)</p> <ul style="list-style-type: none"> 3 Customer Liaison Officers have been appointed this year. Their role will be to drive income through better relationships with the customer and service areas, providing a Customer Liaison Service to schools, third sector and commercial enterprises in respect of building maintenance, building management, cleansing, security, pest control, central transport services and waste management services. <p>Corporate Fleet (CP): (Amber/Green)</p> <ul style="list-style-type: none"> An interim Transport Manager has been appointed. The role is now being re-evaluated to account for its need to have ‘continuous and effective responsibility for vehicle management across the Council. Recruitment to the revised role will commence in quarter 1 of 2018/19. A new structure for CTS which will deliver a revenue generating approach to service delivery has been agreed. The implementation is nearly complete. Central Transport Services has effectively contributed to the Council’s Low Emission Strategy document . New vehicle procurement will continue to focus on low emission / alternative fuel vehicles subject to market availability. The percentage of alternative fuel/ fuel efficient vehicles achieved in the fleet in 17/18 is 11%.

Strategic Directorate Priority 5 – Achieve the statutory recycling/landfill diversion targets													
Wellbeing objective 3.2	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (4)	Red - 0	Red/ Amber - 0	Amber/ Green – 1	Green – 3	
		The percentage of municipal waste collected and prepared for re-use and / or recycled (CP)	Waste Dataflow	tbc	61%	58.12%	tbc	58.12%	Improve Recycling Models: (Green) <ul style="list-style-type: none"> Recycling Targets – achieving the statutory recycling target continues to be a significant challenge. Lamby Way HWRC has been operational for almost a year, and is positively received by members of the public. There has been a noticeable increase on the number of users since the closure of Wedal Road. Waste Recycling and Processing – Global market prices and availability remain a high financial and performance risk. The recent national pressure for a deposit return scheme (return plastic bottles, glass bottles and receive cash deposit back) needs to be closely monitored, with possible further threats to finance and performance. Since the transition from Kelda contract to Dwr Cymru Welsh Water was secured in December 2017, both Food and Green Waste contracts for Vale of Glamorgan Council and Cardiff Council are running to plan with a successful transfer. Improve the provision of HWRC facilities: (Amber/Green) <ul style="list-style-type: none"> Wedal Road HWRC closes on 2nd March 2018, a public information and social media campaign supported the closure. There continues to be a key focus on improving the education of members of the public regarding recycling material at HWRCs. The redeployment of staff from Wedal Road allows more focus on segregating recycling and supporting customers. Deliver Re-Use Centre facilities: (Green) <ul style="list-style-type: none"> The new reuse partner was announced and launched in December. British Heart Foundation provide a network of shops, free home collection and reuse facilities and outlets across Cardiff. An initial review of the partnership has been completed, and an improvement plan is currently being developed. Environment Bill / Strategy Requirements (Green) <ul style="list-style-type: none"> The next Recycling Strategy proposal has been developed, and is due to go to Cabinet during quarter 1. It seeks recommendations to progress with a trial of the separate collection of glass, expand wheeled bins across the city and improve recycling at HWRCs. All of which will provide savings and increase recycling performance in 2018/19. There are further recommendations to consult on including garden waste options, long term infrastructure arrangements and alternative working patterns. The changes will be subject to consultation and Welsh Government discussions, regarding the Blueprint and Environment Bill. 				
		Maximum permissible tonnage of biodegradable municipal waste sent to Landfill (CP)	Waste Dataflow	tbc	37,627	1,356	tbc	1,356					
		Amount of waste sent for energy recovery	Waste Dataflow	tbc	No more than 42%	45.39%	tbc	45.39%					

Strategic Directorate Priority 6 – Continue to modernise the Council's estate													
Wellbeing objective 4.3	Measures	Supporting Information	Q4 2017-18 Result	2017-18 Target	Q4 2016-17 Result	Q3 2017-18 Result	2016-17 Result	Quarter 4 position against the Headline Actions in the DDP (3)	Red - 0	Red/ Amber - 0	Amber/ Green – 1	Green – 2	
		Reduce the gross internal area (GIA) of buildings in operational use (cumulative)	GIA data extracted from Property Management System	0.8% / 62,345	CP: 1% / 78,157	7.9% / 617,593	0.7% / 55,230	7.9% / 617,593	Property Strategy (CP): (Amber/Green) <ul style="list-style-type: none"> The Council remains on track to meet the targets defined in the 5 year Corporate Property Strategy (2015-2020). The Corporate Land and Property Management Plan (CLPMP) for 2018/19 was published in Q4. The CLPM results for 2017/18 show that the targets for GIA, Revenue, maintenance backlog reduction and capital receipts were not achieved in year. Delays in completing a number of key transactions has resulted in slippage. All of these transaction are being processed and will complete early in 18/19 rather than 17/18. Asset Management Software: (Green) <ul style="list-style-type: none"> Following instruction from Investment Review Board (IRB), a detailed business case relating to the acquisition and implementation of a new property Asset System has been compiled as part of the Corporate Landlord Programme. The business case will be presented back to IRB in May for final approval, after which implementation will commence immediately. 				
		Reduce the total running cost of occupied operational buildings (cumulative)	Operational Master Schedule	1% / £345,221	CP: 2.8% / £1,008,000	9.2% / £3,322,009	0.8% / £297,220	9.2% / £3,322,009					
		Reduce the maintenance backlog (cumulative)	Operational Master Schedule	£1,215,817 / 1.2%	CP: £1.3m / 1.3%	£8,892,951 / 8.6%	£1,070,817 / 1.1%	£8,892,951 / 8.6%					
		Capital Income generated	Operational	£3,864,321	£7.3m	£6,019,500	£1,680,000	£6,019,500					

Total Number of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities	Sport Cardiff data	27,338 (Cumulative) (8.9% variance from target)	30,000	27,169 (Cumulative)	8,233	27,169	<p>across the city with full implementation by March 2018 (CP): (Green)</p> <ul style="list-style-type: none"> Llanrumney Play Centre is being considered for redevelopment. Adamsdown handover date delayed due to developers planning delays. All other areas are successfully operating to the new peripatetic delivery model delivering play opportunities at a variety of venues. <p>Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University : (Green)</p> <ul style="list-style-type: none"> Review and first payment from Sport Wales The final payment has been received from Sport Wales and CMET have been paid via the JV Agreement. The 2018/19 Local Sport Plan has been approved. The end of year review will be carried out in April between Cardiff Met, Sport Wales and Cardiff Council. A report with officer comments and recommendations will follow. <p>Develop the Facilities Planning model for Sport and Leisure: (Green)</p> <ul style="list-style-type: none"> Awaiting outcome on Sport Wales' Sport Strategy consultation before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities. <p>Deliver a range of alternative delivery models for Outdoor Sport facilities: (Green)</p> <ul style="list-style-type: none"> We are exploring the model of transfer to include sports pitches without the need to dispose of Public Open Space. This model has been used successfully in other Welsh authorities with the outcome of achieving external funding from National Governing Bodies for sport. The draft Heads of Terms for this approach will be reviewed by the Asset Management Board.
The number of individuals participating in Parks Outdoor Sport (PS003a)	Booking data	183,646 (Cumulative)	165,000	174,326 (Cumulative)	42,289	174,326	

Area	Good news	Challenges / next steps
 <p>CUSTOMERS</p>	<p>Economic Development</p> <ul style="list-style-type: none"> All 10 Authorities have agreed the JWA Business Plan to discharge the Reserve Matter. Progressing agreement of JV for delivery of new family attraction at Cardiff Castle <p>Major Projects</p> <ul style="list-style-type: none"> A new approach for the delivery of the bus station has been approved by Cabinet that will deliver an early start on site and will recover the Council's investment to date. <p>CTS and TFM</p> <ul style="list-style-type: none"> Delivered campaign to promote the MOT and servicing facility to staff and internal audiences. 77 compliments were received this year. CTS received compliments in relation to the Driver Training, MOT Service and Fabrication Services. Building Services received compliments in relation to their professional approach and standard of work. Cleaning & Support received superb compliments about the County Hall car park attendants and cleaning staff where improvements to the service were made. Pest Control received more compliments from internal customers about the services they provide Building Support received compliments about the assistance given to office moves and office refurbishments. Customer Account Manager Model - 3 Customer Liaison Officers who will be a dedicated schools advocate and communication channel to improve customer satisfaction have been appointed. <p>Waste Management:</p> <ul style="list-style-type: none"> Incab technologies have been procured and installation began to improve customer focus and operational efficiencies. Introduction of new skip service for commercial and domestic customers. 	<p>Economic Development</p> <ul style="list-style-type: none"> Joint Cabinet agreement of the JWA Business Plan to discharge the Reserve Matter. Conclude agreement of JV for delivery of family attraction at Cardiff Castle. <p>Strategic Estates</p> <ul style="list-style-type: none"> Securing planning permission in regard to a number of key disposals to enable receipts to be realised in this financial year. <p>CTS and TFM</p> <ul style="list-style-type: none"> Continued commercial growth of Central Transport Services. Continued improvement of customer liaison/management with schools with assistance of the new Customer Account Manager model and the resourcing and delivering all commitments against the new Buildings SLA. <p>Waste Management</p> <ul style="list-style-type: none"> Procurement of new fleet for waste collections. Installation of the Autosorter in the Materials Recycling Facility. Implementation of the next three year Recycling & Waste Strategy.

 <p>FINANCIAL</p>	<p>Savings:</p>	<p>In Year Spend:</p> <p>TFM</p> <ul style="list-style-type: none"> Continuing the momentum of the implementation of commercial improvement plans in Building Services, Cleaning and the commencement of commercial improvement plans in the Security and Pest Control services.
 <p>INTERNAL PROCESSES</p>	<p>Digitisation:</p> <ul style="list-style-type: none"> RAMIS – Implementation is continuing and the system is being rolled out across the Council and with external contractors TRANMAN - 'Teething issues' encountered during the implementation of the new software are resolved. The customer Portal will be available from quarter 1 of 2018/19. Asset Management Software – procurement of Integrated Workplace Management System (IWMS) for Corporate Landlord is nearing conclusion for quarter 1 of 2018/19. 	<p>Digitisation:</p> <ul style="list-style-type: none"> RAMIS – Ongoing training and implementation across the Council and implementation of training into schools TRANMAN – Provision of an internal hire model to optimise fleet usage and customer portal. Asset Management Software – Completion of procurement of IWMS, and commencement of implementation in quarter 1 of 2018/19. <p>TFM</p> <ul style="list-style-type: none"> Finalisation of tender documents for the new non domestic building maintenance framework in conjunction with other Council Service Area Stakeholders.
 <p>EMPLOYEE & WORKFORCE</p>	<p>Tourism</p> <ul style="list-style-type: none"> The Tourism, Venues and Events team restructure to create a destination marketing team is underway with posts about to be advertised with a view to complete the structure by end of financial year (March 2018). <p>Commercial Services Structures</p> <ul style="list-style-type: none"> CTS restructure – implementation nearing completion. Building Services restructure – consultation completed and implementation commenced. Customer Account Manager Model – recruitment completed for 3 Customer Liaison Officers. <p>Occupational Road Risk Working Group</p> <ul style="list-style-type: none"> Occupational Road Risk Policy drafted. <p>Employee Survey</p> <ul style="list-style-type: none"> Following consultation with staff Employee Survey Next Steps action plans have now been agreed and are being progressed. <p>Learning and Development</p> <ul style="list-style-type: none"> Waste Management – Frontline operatives encouraged to attend Essential Skills training. Over 20 employees are now signed up to undertake an NVQ. 8 HGV training placements have also been completed. 	<p>Tourism</p> <ul style="list-style-type: none"> Complete the implementation of new structure. <p>Commercial Services Structures</p> <ul style="list-style-type: none"> CTS restructure – recruitment of Transport Manager. Building Services restructure – progress implementation. Corporate Landlord Model – Finalise the TOM and the financial and resource structures. <p>Occupational Road Risk Working Group</p> <ul style="list-style-type: none"> Undertake consultation on draft policy document. <p>Employee Survey</p> <ul style="list-style-type: none"> Progress the implementation of agreed Employee Survey Next Steps action plans. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Proposals for two new apprenticeship schemes underway.