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**PERFORMANCE: Briefing Paper – Overview of Core Cities' Economic Development Performance Indicators**

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**Purpose of the Report**

1. To provide Members of the Committee with information regarding the economic development performance indicators reported to scrutiny at a number of other core cities.
2. To enable Members to discuss the information provided and the way forward on this issue.

**Background**

3. Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion, to help drive improvement in service provision. Scrutiny consideration of performance provides the following benefits:
  - i) Ensures senior managers and Cabinet Members remain accountable for, and therefore focused on, performance management.
  - ii) Fosters an ongoing dialogue on delivery of services/ customer experience.
  - iii) Members are able to identify where performance measures are inadequate and to suggest alternative measures that are more 'fit for purpose'.
  - iv) Members can highlight the importance of effectively using customer feedback.
  - v) Members can question equality and equity issues re performance, seeking assurance that there is an aim to equalise outcomes to overcome inequalities.
  - vi) Overall – the above benefits help to drive improvement, support value for money, and result in improved outcomes for Cardiff.

4. At the 14 June 2018 committee meeting, Members received the Quarter 4 Corporate Performance Report and the Economic Development Directorate Delivery Plan 2018-19, which lists the performance indicators to be reported in 2018/19. Members discussed with relevant Cabinet Members and the Director of Economic Development whether scrutiny was receiving the right suite of indicators. Officers advised Members that considerable work had been undertaken to ensure that reported performance indicators focused on the areas within the control of the Council and captured the impact of the work of the Council's Economic Development directorate. The Director of Economic Development stated that he was open to the Committee carrying out investigative work to see if other performance indicators would be useful and helpful.
5. Following this, at the work programming forum meeting on 5 July 2018, Committee Members tasked scrutiny officers to collate the economic development performance indicators reported to scrutiny in other Core Cities.

### **Core Cities**

6. An initial desk-based review of economic development performance indicators reported to scrutiny in core cities, undertaken by scrutiny research, identified information for Bristol, Birmingham, Manchester, Leeds and Sheffield. To assist comparison, the committee's scrutiny officer has grouped the performance indicators into the following categories:
  - i) Businesses
  - ii) Development (Enterprise Zones in Birmingham)
  - iii) Economic Activity
  - iv) GVA
  - v) Infrastructure
  - vi) Living Wage
  - vii) Skills
  - viii) Visitor Economy
7. The information is attached at **Appendix A** and shows that the number of performance indicators reported to scrutiny ranges from nine in Leeds to 32 in Sheffield. The mix of indicators within these categories varies across the core

cities. All the core cities report indicators for the 'Economic Activity' category but only Manchester has a 'Living Wage' indicator. Out of these five core cities, four of them report indicators in the following categories:

- i) Businesses – *except for Manchester*
- ii) GVA – *except for Birmingham*
- iii) Skills – *except for Manchester*
- iv) Visitor Economy – *except for Birmingham.*

8. For ease of reference, the economic development performance indicators that will be reported in Cardiff Council's corporate performance reports 2018-19 are:

- i) Businesses –
  - i. New and safeguarded jobs in businesses supported by the Council, financially or otherwise
- ii) Development –
  - i. 'Grade A' office space committed to in Cardiff (sq. ft.)
- iii) Skills -
  - i. The number of clients that have been supported into employment having received tailored support through the Gateway.
  - ii. The number of employers that have been assisted by the Council's employment support service.
- iv) Visitor Economy -
  - i. Number of staying visitors
  - ii. Total visitor numbers
  - iii. Attendance at Commercial Venues<sup>1</sup>

9. Cardiff Council's corporate performance report also includes the following indicators relating to Skills e.g. education and apprenticeships:

- i) Skills -
  - i. The percentage of pupils achieving the Level 2+ threshold at the end of Key Stage 4 (pupils achieving 5 GCSEs A\*-C including English or Welsh and Mathematics)

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<sup>1</sup> This includes: St David's Hall, New Theatre, Cardiff Castle, Mansion House and Cardiff Story Museum

- ii. The percentage of pupils achieving the Level 1 threshold at the end of Key Stage 4 (5 GCSEs A\*-G)
- iii. The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training
- iv. The number of opportunities created for paid apprenticeships and trainees within the Council.

## **Issues**

10. During discussion of this item, Members may wish to reflect on the following:

- i) The need to ensure that performance indicators are appropriate in that they focus on areas within the control of the Council
- ii) That performance indicators reported to this Committee reflect the terms of reference for this Committee and therefore do not include all the indicators relating to Skills levels
- iii) That there may be a resource implication to collect and collate additional performance information
- iv) That further advice would need to be sought from the Economic Development Directorate if Members felt alternative performance information could be beneficial.

## **Way Forward**

11. Members have the opportunity to discuss the information provided in **Appendix A**, and whether further scrutiny is required.

## **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.

### **Recommendation**

The Committee is recommended to discuss the information provided in **Appendix A** and whether further scrutiny is required and agree a way forward.

**DAVINA FIORE**

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**7 September 2018**