

scrutiny



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# A Report of: Economy and Culture Scrutiny Committee

Annual Report 2015 – 2016



City & County of Cardiff Council

# ECONOMY & CULTURE SCRUTINY COMMITTEE MEMBERSHIP



Councillor Rod McKerlich  
(Chairperson)



Councillor Dilwar Ali



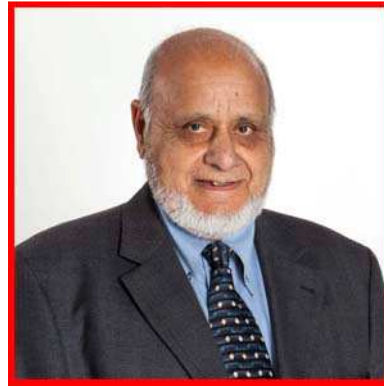
Councillor Ashley Govier



Councillor Nigel Howells



Councillor Keith Hyde



Councillor Mohammad Javed



Councillor Elaine Simmons



Councillor Ed Stubbs



Councillor Christopher Weaver

Former Committee Members

Cllr Ralph Cook (until June 2015)  
Cllr Darren Williams (until June 2015)

## **TERMS OF REFERENCE OF THE ECONOMY & CULTURE SCRUTINY COMMITTEE**

To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.

The Committee is responsible for looking at the following areas:

- Cardiff Business Council
- Inward Investment and the marketing of Cardiff
- South East Wales Economic Forum
- Economic Strategy & Employment
- European Funding & Investment
- Small to Medium Enterprise Support
- Cardiff Harbour Authority
- Lifelong Learning
- Leisure Centres
- Sports Development
- Parks & Green Spaces
- Libraries, Arts & Culture
- Civic Buildings
- Events & Tourism
- Strategic Projects
- Innovation & Technology Centres
- Local Training & Enterprise

To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government, Sponsored Public Bodies and quasi-departmental non governmental bodies on the effectiveness of Council service delivery.

To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

## CHAIR'S FOREWORD

Following my first year as Chair of the Economy and Culture Scrutiny Committee, I am pleased to present this Annual Report which outlines the Committee's work for 2015 – 2016. I wish to thank all the Members who have served on the Committee this year, namely Cllrs Ali, Govier, Howells, Hyde, Javed, Simmons, Stubbs and Weaver, and additionally I would like to thank Councillors Ralph Cook and Darren Williams who were Members of the Committee at the outset of the municipal year.

The Committee has delivered a well balanced work programme this year, considering a broad range of items covering the Committee's Terms of Reference, and working within the recommended agenda guidance of the Wales Audit Office. Key areas of focus through the year include the economic development of Cardiff, tourism, cultural and leisure services, adult learning and libraries; all of which you will find detailed in this Annual Report. Our work programme provided flexibility to consider additional and important items as the year progressed, allowing the Committee to consider the progression of Cardiff Capital Region City Deal on two occasions at relatively short notice, reflecting the pace at which negotiations have advanced.

Scrutiny Committees play an essential role in the democratic accountability of the Council, asking the questions and exploring the issues that are priorities for the citizens of Cardiff. I am pleased that the Economy and Culture Scrutiny has this year served as a means for many stakeholders and individuals to participate at Committee meetings, voicing their concerns in person and providing added depth to the questioning undertaken by Members. Throughout this year invaluable external contributions were received from Cardiff Civic Society, Cardiff Allotment Holders Association, Save Roath Library group, Cardiff 3rd Sector Council, Artes Mundi, What Next? Cardiff, and independent artists.

Of significant importance were the contributions received from the Arts community in considering the 2016/17 Budget Proposals – for Consultation. I am convinced that the passion and enthusiasm for the Arts displayed to the Committee, combined with clear evidence on the wide reaching benefits the Arts deliver for Cardiff, played an important role in the re-evaluation and subsequent removal of some of the proposed cuts affecting the Arts. Throughout the year the Committee has been mindful that, as in many previous

years, there are tough decisions to be made with regard to Council finances, but we were pleased that the importance of Cardiff's cultural offer was recognised having received a more favourable budget settlement than was anticipated.

Members of this Committee have contributed to four separate task and finish inquiries this year. 'Cardiff's Maritime Heritage – the Economic potential' and 'Cardiff Allocation of National Non Domestic Rates' are two ongoing inquiries of this Committee which will be completed within the 2016/17 work programme. 'Cardiff Central Transport Hub' has been jointly undertaken with the Environmental Scrutiny Committee and 'Community Infrastructure Levy' was delivered in partnership with all four other scrutiny committees.

In closing, I would like to thank the officers in Scrutiny and Member Services who have helped to organise the meetings; without this support none of the work would be possible. I would also like to thank Members of the Cabinet and Senior Management for their continued commitment to the accountability, openness and transparency provided through Scrutiny in Cardiff.



**Councillor Rod McKerlich**  
**Chair, Economy & Culture Scrutiny Committee**

## 2015-16 INTRODUCTION & OVERVIEW

The Economy and Culture Scrutiny Committee plays an important role in assessing service performance and informing policy development across a range of Council services. The Directorates predominantly covered by its terms of reference are Economic Development; City Operations; and Communities, Housing and Customer Services.

The 2015 – 16 work programme (found at **Appendix 1**) included items across several Cabinet Portfolio areas, notably those of Economic Development & Partnerships; Community, Development. Co-operatives & Social Enterprise; Environment; and Skills, Safety, Engagement and Democracy.

This report presents the Committee's primary activities during 2015 -16 and, wherever possible, identifies the impact of the Committee's work upon the areas within its remit.

Between July 2015 and April 2016 the Committee scrutinised a wide range of topics, which are listed below:

**Inquiries** – Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report or letter to the Cabinet.

- 'Cardiff's Maritime Heritage – the Economic potential'
- 'Cardiff Allocation of National Non Domestic Rates'
- 'Cardiff Central Transport Hub'
- 'Community Infrastructure Levy'
  
- Cabinet Response and Progress Update – 'Cardiff Central Market and Historic Arcades'.

**Policy Development and/or Review** - Where the Committee has contributed to the Council's policy development processes, for example by considering draft policy documents, and/or where the Committee has considered the implementation of policies, looking at whether this has happened in a timely manner and the impact of the policy, giving the Cabinet the opportunity to know Scrutiny Members' views about whether any changes are required.

- Sport and Leisure Strategic Framework – Phase 1
- Arts Council of Wales – the potential of the arts in Cardiff
- Central Library Hub
- Cardiff Capital Region City Deal
- 2016/17 Budget Proposals for Consultation – Stakeholder views
- Cardiff Tourism Strategy and Action Plan.

**Pre-decision** - Where the Committee has evaluated and commented on policy proposals before they go to the Cabinet, giving the Cabinet the opportunity to know Scrutiny Members' views prior to making their decision.

- Roath Library
- Business Improvement District
- Cardiff Business Council
- Library Stock Management.

**Monitoring** - Where the Committee has undertaken monitoring of the Council's performance and progress in implementing actions previously agreed.

- Corporate Plan and Budget 2016/17
- Quarterly Performance Reports – Economic Development; City Operations; Community, Housing and Customer Services
- Allotments Strategy Interim Review (2014-17)
- Welsh Public Library Standards 5<sup>th</sup> Framework
- Summer Reading Challenge 2015
- Adult Community Learning 14/15 Performance.

Over the year the Scrutiny Committee held 11 committee meetings<sup>1</sup> and wrote 28 letters to the Cabinet, officers and external partners, sharing their comments/ recommendations and concerns following the scrutiny of items at committee meetings. The Committee also wrote three letters to Cabinet Members as part of their task and finish inquiry work.

The following pages highlight the Committee's key activities during 2015 - 16 and identify the comments and recommendations made.

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<sup>1</sup> Note - June 2015 Meeting was reported in 2014/15 Annual Report

## **PUBLIC/STAKEHOLDER PARTICIPATION IN SCRUTINY**

### **Public Questions to Scrutiny**

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The Council's five scrutiny committees regularly invite citizens and representatives of community and third sector organisations to provide evidence at committee meetings and task and finish inquiries, and through 2015/16 the Committee received numerous external guests to its activities and meetings.

During the summer of 2015 scrutiny chairs introduced trial arrangements for public questions to be heard at scrutiny meetings. The city's Third Sector Council (C3SC) was invited to submit questions on topics that were relevant to items being planned for October and November, and C3SC's Chief Executive Officer Sheila Hendrickson-Brown attended Committee's November meeting to ask a number of questions relating to the Community Hub Strategy.

This trial was felt to have had a positive effect on building partnership between the Council and the third sector, and will be continued into the future.

### **2016-17 Budget Proposals – for Consultation; Stakeholder views**

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As part of the 2016-17 budget consultation process, Members of the Committee agreed to allocate time at the January meeting for anyone wishing to represent their views on budget proposals falling within the remit of the Economy & Culture Scrutiny Committee.

The Committee received representations at the January Committee meeting from three separate stakeholder groups – all focussed on different elements of the budget proposals affecting the Arts in Cardiff. The individuals presenting to the Committee represented Artes Mundi, What Next? Cardiff, and the Cultural Projects Scheme.



## **Task and Finish Inquiry participation**

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Cardiff Civic Society representatives were invited to participate in a joint task and finish inquiry undertaken with Members of the Environmental Scrutiny Committee, focussed on 'Cardiff Central Transport Hub' in November 2015.

These representatives were also given the opportunity to submit questions they wished the Inquiry members to take up with the Cabinet Member and senior officers at a final meeting of the Inquiry in February 2016.

## **Scrutiny Item participation**

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Save Roath Library Group were invited to address the Committee in July 2015, where Members considered an item on proposals for Roath Library. The Group represents the library's users and was established in light of service users' discontent with a perceived lack of consultation and information being provided to the public.

This provided an important insight for Members into the public's experience and the local importance of the facility and services provided.

## INQUIRIES

Where the Committee has undertaken an examination of a topic over a period of time, resulting in a formal report or letter to the Cabinet.

### **Cardiff's Maritime Heritage – the Economic potential**

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In May 2015 the Committee agreed to commence an Inquiry looking at Cardiff's Maritime Heritage and the buildings in the Cardiff Bay area that could be utilised for Economic regeneration.

The first meeting of this Inquiry took place in October 2015, where Members met with officers responsible for the protection and restoration of listed buildings and related major projects. The purpose of this meeting was to understand the history of Cardiff's maritime heritage and the key buildings within this; to understand the Council's role and responsibilities; examples of where the Council has been involved in restoration projects; the potential these buildings have to deliver economic benefit and link with the Tourism Strategy and; the role Welsh Government and private businesses have to play.

Members were informed of the following:

- The Council has not really capitalised on the economic driver and tourism boost that its historic buildings and structure could create. Ideas such as the story of Captain Scott could really be focussed on – focus is now being built into the Tourism Strategy to address this.
- A recent independent review found Mount Stuart Square to be the finest collection of buildings of their type in the UK. Progress is being made with the Coal Exchange, mainly in terms of hotel development, but it is hard to generate the kind of community interest that has been seen at places such as Insole Court or Library buildings. If the future of the Coal Exchange was secured, it could be central to driving regeneration and interest in the surrounding Mouth Stuart Area.

- In Conservation Areas the Council has a role to designate, review and protect buildings - advising owners on alterations and demolitions. Where a building is at risk, the Council can request that work is undertaken, or, if needed undertake the works needed to make the building safe – however there is reluctance to do this as risk, and financial responsibility could be transferred to the Authority.
- The Tramshed development, Insole Court, Pierhead Clock and Llanrumney Hall could be considered successes in terms of regeneration of historic buildings, while the Cardiff Bay Train Station building highlights the problems that can be encountered in encouraging private companies to restore a building.

A decision was made to temporarily postpone this inquiry and allocate Members' time to a new Inquiry – Cardiff Allocation of National Non Domestic Rates. Further meetings of this inquiry will be discussed as part of the 2016/17 work programme, including a tour around the city highlighting key buildings. It will be informed by Committee items focussed on the Coal Exchange and Maritime Heritage Quarter, due to be considered in June/July 2016.

## **Cardiff Allocation of National Non Domestic Rates**

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In August 2015, the Economy and Culture Scrutiny Committee agreed to commence a task and finish inquiry reviewing Cardiff's Allocation of National Non-Domestic Rates. A perception exists that Cardiff is a significant net contributor to the central NNDR pool and the allocation it receives as a Council does not adequately support the expectancies placed upon Cardiff as a Capital City, with the facilities that makes Cardiff an attractive place to work, live and visit being undermined.

The inquiry has not yet been completed, as Members plan to explore the issue with Assembly Members – it was decided that this evidence should be collected following the Thursday 5 May Assembly Elections.

Two meetings have been held to date, capturing evidence from officers responsible for Revenues and Finance. Members have heard following key information:

- Cardiff has no say into what level of rates businesses are required to pay. The Council is responsible for billing and collection on behalf of the Welsh Government. All goes into a central pot and then is reallocated across Wales. Only 4 of the 22 Welsh Local Authorities are net contributors – the remaining 18 are net recipients (receive more allocation of NNDR than they collect locally). It is very unlikely there will be a collective agreement across Wales for any changes to be made.
- Finances allocated to local authorities are based on the Standard Spend Assessment (SSA). This is based on a formula establishing the level of expenditure required to ensure that each local authority can provide a standard level of service. Local authorities receive this level of money via a combination of Council Tax income, Non Domestic Rate allocation and Revenue Settlement Grant. The key figure is the value of SSA, this is the amount local authorities will receive – retaining more NNDR does not necessarily mean more money overall, as adjustments would be made to other income, such as the Revenue Support Grant.
- England has introduced local retention of rates. Local authorities retain 50% of increased yield and are allowed to retain the remainder. If applied to Cardiff, we could potentially retain a few million pounds a year. This would prove very important in terms of balancing the budget and securing important services. The Chancellor seemingly wants to move toward full localisation and remove revenue support. The message from the Welsh Government is that there will be no localisation until 2020, when there will be a local authority reorganisation.

Further meetings of this Inquiry will be required before Members are in a position to agree key findings and recommendations. As mentioned, Members will seek the views of Assembly Members following the 2016 elections, and will also look to receive evidence from English local authorities who have experienced the change toward local retention of business rates.

Members are also keen to establish the cost to Cardiff of being a Capital city – reviewing the cost of events held in Cardiff and the additional finances received to support this.

## **Cardiff Central Transport Hub**

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As part of their 2014-15 work programmes, the Environmental and Economy and Culture Scrutiny Committees agreed to establish a joint task and finish inquiry focussed on arrangements for the new Central Transportation Hub. It was agreed that the Economy and Culture Scrutiny Committee would take the lead on this work, given the existing commitments of the Environmental Scrutiny Committee.

In 2014/15, given the tight timescales prior to a Cabinet decision it was deemed unlikely that Scrutiny could provide the full rigour of a task and finish Inquiry within the time available. As such, it was agreed that a series of individual meetings on specific themes would be arranged, with letters and recommendations submitted following each meeting.

Three meetings of this inquiry were held as part of the 2014-15 work programme, and a further three meetings have been held this year as part of the 2015-16 work programme. A summary of each meeting and the correspondence between the Inquiry Members and Cabinet Member is given below.

### **Meeting 4 – Concept Design – 23 June 2015**

This meeting considered an outline of the preferred design for Cardiff Transport Interchange and an overview of the engagement work that will be undertaken to develop the final detailed design. Cllr Ralph Cook, as Chair of the Environmental Scrutiny Committee wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Request that the new Cardiff Transport Interchange should include a dedicated area for storing luggage.
- Note the current bus station capacity is 73 buses an hour and that the new Cardiff Transport Interchange will have 14 stands and could accommodate an average of 112 buses per hour.

- Seek assurances that the smaller footprint of the new bus station will be able to cope with the increased volume to ensure that safe and smooth bus operation can take place.
- Seek assurances about the impact on safety beyond the curtilage of the development; in particular that the immediate roads will be able to cope with the greater volume of bus traffic given the higher number of buses entering and leaving the new bus station.
- Note that the smaller bus station foot print and the higher bus transfer rate means that in future there will be little if any opportunity for bus layover. Members requested that major bus providers are liaised with to find out what provision they have for alternative layover locations and share this with the task group.
- Question cost implications of the new transport interchange proposals. Members requested information on the level of funding to be placed into the new transport interchange as a result of developer contributions, for example, section 106 contributions from the new BBC building, etc..
- Raise concerns about the apparent reduction in drop off and pick up locations to the north of the development, creating difficulties for people trying to access the transport interchange. The task group sought reassurance that there is a strong commitment to properly manage all drop off and pick up areas in future with regular enforcement action being taken where appropriate.

The response received from the Cabinet Member stated that:

- Give assurances that luggage storage area will be included in the specification for detailed design.
- Give assurances that the design of the new facility will provide sufficient space to enable safe reversing manoeuvres to be carried out.

- State that It is impossible to predict the percentage of bus services that will use the new interchange and to confirm that there will be some layover spaces provided, ,but fewer than in the current bus station.
- To recognise the importance of management of pick up and drop off drop off areas to provide efficient use of the available space.
- To confirm that anticipated completion date is December 2017, but to state that this is a complex project which is inextricably linked with other Central Square developments.

### **Meeting 5 – Public Consultation and Costing Options - 25 November 2015**

The areas covered during the meeting included an update on the overarching Central Square Scheme, feedback on public engagement undertaken, the timeline and key decision points for the developments and estimated costs and funding options for the new bus interchange. Cllr Rod McKerlich, as Chair of the Economy & Culture Scrutiny Committee wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Highlight three main requirements for the delivery of a new Transport Interchange in the city centre. The new building must be a financially sound arrangement for the Council, be visually attractive and its functionality must meet the demands of a growing capital city. Members noted from the meeting that work was underway to ensure the first two of these requirements is met.
- Note particular concerns with the functionality of the new interchange (while accepting this was not the focus of the meeting). Concerns included traffic projections and models, capacity estimates, pollution modelling and future phases of the Central Square development
- Note the confidence that the bus station will be delivered on schedule and will be operational by December 2017 –Members were pleased that the delay in the signing of the BBC deal at Central Square has no impact on the timeline associated with the transport interchange development.

- give support to the request for Cabinet to grant authority for spend on enabling works and authority to further explore funding options for the transport interchange building.

It was agreed at this meeting, that officers would meet with Members in the future to discuss the range of issues Members of the inquiry raised, particularly with regard to the functionality of the Transport Interchange. A list of questions and concerns was to be submitted to the Cabinet Member and officers to assist their preparation for this meeting.

### **Meeting 6 – Recap of key decisions and outstanding concerns – 29 February 2016**

This meeting was arranged to address the questions that arose in meeting 5 with regard to the functionality of the transport interchange. Cllr Rod McKerlich wrote to the Cabinet Member - Transport, Planning & Sustainability to:

- Note Member reservations that modal shift from private to public transport, together with Cardiff's population growth, will be higher than has been estimated, putting unanticipated pressure on the capacity of the transport interchange.
- Note Members reservations with regard to dynamic stand allocation, given that it is an unproven system that has not been widely adopted across the UK
- welcomed the traffic flow model demonstration, showing traffic flow through the interchange
- Note the ongoing commitment to work with bus and coach operators
- Note concerns at the loss of the Wood Street NCP Car Park
- Note slight reservations with regard to air quality and pollution in this development.

Members of the Inquiry did not anticipate requiring any further meetings of this task and finish inquiry following this meeting, stating their confidence that the detailed proposals and plans will be subject to rigorous testing via Planning Committee and Cabinet.



## Community Infrastructure Levy – Task & Finish Inquiry

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Between November 2015 and February 2016 the Committee contributed to a joint Task & Finish inquiry in partnership with all four other scrutiny committees. The scope of the inquiry was to consider options for introducing a Community Infrastructure Levy (CIL) in Cardiff and examined seven key elements :

- Community Infrastructure Levy - Strategy
- Proposed Cardiff Community Infrastructure Levy Rates
- Recent Legislative Change & Developer Contributions
- Community Infrastructure Levy – Regulations 123 List
- Community Infrastructure Levy – Administration
- Community Infrastructure Levy – 15% Community Council Funding Allocation
- Community Infrastructure Levy – General Information

In reviewing the various options the group drew upon a number of information sources including witnesses from other local authorities; the construction industry; officers from Cardiff Council's Planning Service; Elected Members; a Scrutiny Research report and external planning consultants. From this body of evidence the Members drew key findings and twelve recommendations. The three core recommendations proposed:

- a zonal approach appeared to be the best way forward for the city. Members felt that Cardiff should be split into three distinct zones, these were 1) Strategic Sites; 2) Residential Inner Zone, and 3) Residential Outer Zone; that the Strategic Sites should be exempt of CIL and that the Residential Inner Zone should have a higher CIL than the Residential Outer Zone.
- the Residential Inner Zone and Residential Outer Zone should be supported by a Community Infrastructure Levy variation tool which relates the contribution percentage to the number of units in the development, i.e. the larger the development the lower the CIL rate.
- the rates provided in Cardiff's preliminary Draft Charging Schedule were high when compared to other local authorities who had, or were in the process of adopting the

Community Infrastructure Levy. The report recommended that the complete schedule of rates should be reviewed in advance of the publication of the Draft Charging Schedule in spring 2016.

The draft inquiry report was agreed by the Policy Review & Performance Scrutiny Committee (on behalf of all scrutiny Committees') on the 12 April 2016. Subject to one small amendment the twelve recommendations were accepted. A copy of the report has been forwarded to the Cabinet Member for Transport, Planning & Sustainability so that it can inform the Community Infrastructure Levy report which is programmed for Cabinet consideration in June 2016.

## Cardiff Central Market and Historic Arcades – Cabinet Response

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Commencing as part of the Economy & Culture 2013-14 work programme, and being completed as part of the 2014-15 work programme, the Committee undertook an Inquiry focused on Cardiff Central Market and the historic arcades in the city centre. It built upon the findings of the 'Small Business' Inquiry published in January 2014 and the 'Higher Education Innovation in Cardiff' short scrutiny published in November 2013.

The report for this Inquiry was received at the December 2014 Cabinet meeting and made 17 recommendations. These recommendations focussed on the Council developing a vision, business plan and performance framework for Cardiff Central Market, aimed at resolving ongoing disputes, increasing dialogue with traders, addressing maintenance issues and working practices within the market. The Inquiry recommendations also looked to resolve perceived footfall issues near the castle, review information on way finders and explore the potential to support a local currency.

In April 2015 the Cabinet published its response to the Committee's report and recommendations, eleven of which were accepted, five partially accepted and one (in relation to exploring parking options within the city centre) was not accepted. It was agreed that an update be brought to the Committee in May 2016, giving time for the recommended actions to be implemented and start to drive improvements.

Key changes and improvements Members noted are:

- A new post of Estate Management officer has been created with overall responsibility for the management of the Market
- Significant efforts have been made to improve relations with market tenants and representative groups
- Tenancy agreements have been developed and soon to be issued to all tenants
- Day to day operational practices have improved, including the enforcement of blue line' demarcation indicating stall boundaries, a greener waste approach has been introduced, and underhand use of the market is being tackled.
- Branding has been improved on the exterior of the market and surrounding area.

- A long term vision for the market has been developed, with a view to introduce a more diverse and up market offer within Central Market. This may also include changes to opening hours and days of trading.
- Cardiff Central Market is now covered by the city centre free-Wi-Fi

It was suggested to the Committee that these improvements and changes are already having an impact in the Market, with tenants indicating an increase in profits of approximately 10%, and waste costs down by a third.

## POLICY DEVELOPMENT AND PRE-DECISION SCRUTINY

Members have undertaken a significant amount of pre-decision scrutiny and policy development work in respect of Cardiff's economy and the arts in Cardiff. Details of some of these are provided below; a full list of the topics covered is provided earlier on pages 5 and 6.

### Cardiff Capital Region City Deal

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Cardiff Capital Region City Deal represents a £1.2 billion investment aimed at improving infrastructure, public transport and driving economic growth across the region. The Committee has considered two items on the Cardiff Capital Region City Deal as part of the 2015/16 work programme. In December 2015, Members received an update on the proposals submitted to the UK Government, and in March 2016 Members were informed of the deal that had been agreed by the 10 Leaders of the local authorities in the Cardiff Capital Region, the UK Government and Welsh Government.

Following the December meeting, Members noted; the significant role the Leader and officers had played driving this forward within a relatively short timeframe; noted that specific projects were yet to be decided and would be prioritised based on their Gross Value Added and impact on worklessness; concerns with the level of funding that will be allocated to the Metro, stating that money must also be made available for other projects.

In March 2016, Members heard how the £1.2 billion would be split across the Metro and other priorities and heard that the financial responsibility of the Council was far lower than originally anticipated. Members welcomed this news and noted that requests had been made for greater financial flexibility including the devolution of business rate income. Members also noted that GVA was no longer a requirement of projects, but would still be used in the evaluation process. These projects are to be developed in the coming months and a scrutiny item will be scheduled as part of the 2016/17 work programme.

## **Cardiff Business Council**

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In April 2015 it was confirmed that the Council would undertake a review of Cardiff Business Council to ensure the approach is best aligned to deliver its city promotion remit in addition to supporting the delivery of a City Deal. This Committee recognised the need for a body in place that could work on a wider geographic area than the City of Cardiff, but were uncertain on whether a review was appropriate only a year and a half of the organisation's establishment, a relatively short time to reassess performance and remit.

In June 2015, the Leader confirmed that the Committee would have the opportunity to scrutinise the results of this review.

The Committee was presented the Review results in October 2015. Members were pleased with the principles being emphasised for the organisation to represent the interests of the Cardiff City Region, namely one that allows businesses to shape local policy decisions and helps attract inward investment through marketing and promotion.

Members recognised the benefits that Cardiff Business Council has delivered for the City and their preference, as stated a letter to the Leader was not be the creation of a new 'Leadership Board' but rather the transformation of Cardiff Business Council into a regional body. Concerns were raised by the Committee with regard to the scope of the review and the scale of interviewing undertaken, given the importance of the decisions being proposed for Cabinet.

## **Business Improvement District**

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The Economy and Culture Scrutiny Committee recommended the Council considered developing one or more Business Improvement districts in Cardiff as part of a Small Business Task and Finish Inquiry in January 2014. Members had the opportunity monitor the progress in developing a Business Improvement District (BID) in Cardiff at their September 2015 meeting.

Members were able to recognise the tangible benefits of a Cardiff Business Improvement District (BID), such as reductions in crime, positive press coverage and media campaigns,

savings secured through joint procurement and increases in footfall. As a Committee, Members indicated they were supportive of this work and hoped a vote in favour of the introduction of a BID in Cardiff is achieved. The Committee did, however, raise concerns with regard to the impact on businesses outside the BID area and the Council's ability to promote Cardiff Bay events within the city centre.

The Committee considered the Business Improvement District a second time at their May 2016 meeting. Members noted that residents will not have formal representation on the BID board, but that efforts will be made to establish links with resident groups and local Councillors. Members also noted a substantial amount of money had been allocated to night-time initiatives, which was seen as a positive step toward addressing the issues experienced in the city centre at night.

## **Cardiff Tourism Strategy and Action Plan**

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Members reviewed the first year's achievements of the Cardiff Tourism Strategy and Action Plan: 2015 – 2020 at their March 2016 meeting. This centres on an ambition to double the value of overnight tourism in commercial accommodation by 2020 – an ambition that the Committee welcomes. However Members have reservations that there is no set detail on how this will be achieved and had the impression that this outcome is hoped for through various projects, rather than an outcome the projects are targeted to achieve

Members noted that throughout the strategy, Cardiff Business Council is noted as a lead or partner organisation – however it has now ceased to operate. Members requested clarification that this work will be picked up by the new Cardiff Capital Region Business Organisation. Members recommended that those organisations benefiting most from a boost in tourism, such as hoteliers and restaurateurs, be encouraged to help fund the various projects.

## **Arts Council of Wales (the Potential of the Arts in Cardiff)**

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In setting the 2015/16 work programme, the Committee invited ideas from external stakeholders. The Arts Council of Wales suggested the following be considered "The

potential of the Arts in Cardiff to promote city regeneration and the well being of citizens". Sian Tomos, Director of Enterprise and Regeneration, David Alston, Director of Arts and Lisa Matthews, Portfolio Manager were invited from the Arts Council of Wales to discuss this topic at the October 2015 meeting.

Members heard about the benefits a vibrant arts community can deliver for a city such as Cardiff, and that the Arts Council is involved in many projects that match the services provided by the Council. Members wrote to the Leader to recommend that dialogue be commenced to discuss opportunities for Cardiff Council and the Arts Council of Wales to work in partnership. In reply the Leader recognised the benefits a vibrant arts scene can deliver, and indicated he would indeed be contacting the Arts Council of Wales to offer to schedule a meeting.

## **Roath Library**

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In November 2014, Roath Library was closed due to health and safety reasons. At its July 2015 meeting, the Committee undertook pre-decision scrutiny of the proposals for the future of the library. At this meeting Members also heard from the Save Roath Library interest group.

Members noted that the proposals in the first instance were to seek to retain delivery of library services within the building through a Community Asset Transfer solution.

The Committee expressed its disappointment to the Cabinet Member in the information provided to the local community, and misleading signage placed on the Library. Members requested that changes were made to the Cabinet report to reflect the Section 106 money available in Adamsdown, to capture the two petitions with over 1000 signatories, and to reflect within the equality impact assessment that Roath Library serves areas of the city which are in the bottom quartile of the Index of Multiple Deprivation.

The Cabinet report was updated to reflect these comments. At the time of writing, a permanent solution for Roath Library has not been secured.



## CORPORATE PLAN & BUDGET

At its February 2016 meeting the Committee considered the Council's draft Corporate Plan and draft budgetary proposals for 2016 – 17.

With regard to the *Changes for Cardiff* consultation, Members noted concern at the relatively low levels of participation seen in the Cardiff East and City and Cardiff South Neighbourhood Areas, and recommended that a weighting mechanism is introduced in future years. Members noted the vagueness of some of the wording used within the consultation, and recommended that in future a sample group of the public, or external organisation, is asked to assist in proofing the document.

With regard to the budget, Members:

- Noted their pleasure that a number of proposals in relation to Arts and Culture in Cardiff were removed from the budget taken to Cabinet;
- Questioned the inclusion of a £4million Invest to Save Bid for Leisure Centres within the Capital Programme;
- Stressed that the Council cannot afford for the Alternative Delivery Models for Leisure and Arts to slip from scheduled delivery this financial year;
- Questioned whether the Alternative Delivery Model projects have been overly cautious, or lacked the strategic vision at the outset; and
- Noted satisfaction in the manner in which the Hub Strategy has been delivered over recent years, and welcomed the continued rollout of this approach within the 2016/17 budget.

Members noted that the process of the Budget consultation has made it clear that there is a vast, active and passionate arts community within Cardiff. The Committee hoped that the conversations initiated as part of the consultation can be built upon, establishing genuine relationships between the Council and the city's arts community.

# MONITORING PERFORMANCE AND PROGRESS

## Quarterly Performance Reports

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Scrutiny Committees are responsible for scrutinising performance, thereby facilitating challenge and public discussion which should help to drive improvement of the services provided. This Committee has reviewed performance of the following Directorates each quarter – Economic Development (ECD); City Operations (CO); Communities, Housing and Customer Services (Libraries and Adult Community Learning elements) [CHC].

In setting the Committee's 2015/16 work programme, Members agreed to trial a new approach to scrutinising performance. The agreed approach was for the Chair of the Committee to review Quarterly Performance Reports with the Principal Scrutiny Officer and, based on areas of interest or concern, identify which directors and Cabinet Members to invite to present to the full Committee. Where a Directorate was not selected to present to a particular Committee Meeting, Members requested a written summary of certain projects or aspects of a Directorate's work. The full set of quarterly corporate performance reports for each Directorate was still provided within papers for Members' consideration.

Below is a summary of the key areas picked up through performance monitoring quarterly reports (the relevant directorate is notes in brackets):

- Progress with the Coal Exchange (ECD).
- Progress with the Multipurpose Arena (ECD).
- The potential for a Civic Centre Heritage Quarter (ECD).
- Procurement exercises for Arts Venues (ECD) and Leisure Facilities (CO) and delays to the achievement of savings.
- Levels of Agency overspend.
- Members challenged the appropriateness of indicators across all Directorates reviewed as they appear to be easily achieved.

In setting the 2016/17 work programme, the Committee will review the approach taken to Quarterly Performance for 2015/16, its robustness and the quality of scrutiny it provided, and agree an approach to be taken for the future.

## **Allotments Strategy Interim Review (2014-17)**

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Members reviewed the aims, objectives and progress made with regard to the Allotment Strategy Interim Plan 2014-2017 Action Plan and their July 2015 meeting. Officers were joined by Cllr Gareth Holden, Member Champion for Community Food Growing, and Alan McCoy, Chairman of Cardiff Allotment Holders' Association (CAHA).

Members noted a key action completed was the development of a Local Management Agreement, allowing Site Associations to take on some of the management responsibilities for their site in return for a financial grant. Members explored issues such as accessibility, plot size and waiting lists and were pleased these issues were being addressed by the Council. The Committee also recognised the key role of the Member Champion for Community Food Growing in driving these improvements.

## **Welsh Public Library Standards 5th Framework**

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CyMAL's evaluation of Cardiff's Library Service performance for 2014/15 was received by the Committee in November 2015, it showed that Cardiff met 17 of the 18 core entitlements in full, partially meeting the remaining one, and of the seven quality performance indicators which have targets, Cardiff achieved four in full, two in part and failed to achieve one. Strengths were identified in community engagement and visitor levels, and the main areas of concern were the staffing and acquisitions budgets.

Members noted; the one core entitlement not fully met this year is being addressed and will be achieved next year; the achievements made in making superfast broadband widely available across Cardiff libraries; the inappropriateness of some measures and welcomed the news that discussions were ongoing with the minister in this respect; and noted the need for the framework to capture the more complex digital needs of citizens

The Cabinet Member wrote to the Committee to note that its comments had been fed back at a seminar at the Museum Archives and Libraries Division Headquarters.

## **Adult Community Learning 14/15 Performance**

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The Welsh Government produces annual performance information to review the success rates for Adult Community Learning. The information covers courses provided through Learning for Work, Learning for Adults with Additional Needs (Disability Inclusion in Community Education) and elements of Into Work Services.

Members were pleased to note that Cardiff Council individually, and the Cardiff and Vale Community Learning Partnership (CVCLP) collectively is achieving success over the set targets – a 27% improvement in two years.

Members requested changes to the figures presented in future, enabling them to understand the picture more clearly and more effectively scrutinise performance – a request that was accepted by the Cabinet Member.

## **Summer Reading Challenge**

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The Committee undertook an item to monitor the performance of Cardiff in delivering the Summer Reading Challenge at its January 2016 meeting. Members are glad the Council is committed to this initiative that encourages young and old to visit libraries and gain confidence in reading and story telling. Members noted that the ambitious target of a 70% completion rate was missed, but that the 64% rate achieved was well above the Welsh average. This target would be repeated for 2016 and Members welcome the aspiration being shown by officers.

In view of this target, the Committee recommended that elected Members be involved to promote the challenge, particularly given their role as school governors. This suggestion was welcomed by the Cabinet Member who indicated that Elected Members will be formally included in promotional activities for future years of the challenge.

## WORK PROGRAMME FOR 2016 - 17

Members of the Committee will soon be invited to consider items for possible inclusion in the Committee's work programme during 2016-17. Work is currently in progress to draw together issues for the new Committee to consider. A draft work programme will then be developed and brought to Committee for approval and implementation. The Committee will welcome suggestions for scrutiny items from other Members.

## FUTURE SCRUTINY WORK

Over the course of its deliberations this year, the Committee has recommended that the following items be considered for inclusion in the Committee's 2016-17 work programme:

- ❖ Cardiff Capital Region City Deal
- ❖ Civic Centre Heritage Quarter
- ❖ Coal Exchange and Mount Stuart Square Heritage Quarter
- ❖ Alternative Delivery Model – Leisure
- ❖ Alternative Delivery Model – Arts
- ❖ Sports Facilities Strategic Framework
- ❖ Flat Holm Island Partnership
- ❖ Adult Community Learning (performance and cost recovery model)
- ❖ Multipurpose Arena
- ❖ Tourism Strategy and Action Plan Update
- ❖ City Twinning
- ❖ Summer Reading Challenge Performance Reports.
- ❖ Savings Reports.
- ❖ Relevant Audit, Inspection and Regulatory Reports. Cabinet Responses to previous Inquiries, and implementation of agreed recommendations from previous Inquiries.

Scrutiny Services, City and County of Cardiff Council  
Room 263, County Hall, Atlantic Wharf, Cardiff CF10 4UW.  
Tel: 029 2087 2953 Email: [scrutinyviewpoints@cardiff.gov.uk](mailto:scrutinyviewpoints@cardiff.gov.uk)  
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